

## Mr Callaghan stakes his future on pay policy

On the eve of his party's Blackpool conference, Prime Minister yesterday virtually threatened to resign office if the Labour movement failed to support the Government's 5 per cent pay policy. The committee narrowly agreed to

ask the conference to remit a strong resolution seeking rejection of the pay curb. With feelings against the curb mounting in unions and constituency parties, the Government could suffer a damaging rebuff if a conference vote is forced.

## Party could reject rescue formula

By Michael Ratfield  
Special Reporter

James Callaghan virtually threatened to resign office yesterday if the Labour movement failed to back the Government's pay policy and its attempt to avert the downward trend in inflation.

would increase inflation again, back perhaps as far as 25 per cent.

But with the big unions coming out against the 5 per cent limit, Mr Callaghan and his Cabinet have not yet avoided a damaging rift between the Government and its supporters.

The debate will pivot on an unproven promise to call for the rejection of the 5 per cent pay limit. By a narrow margin the NEC agreed that it should ask for its remission, with Mr Foot, Leader of the Commons, including some placatory words in his winding up speech.

The motion "rejects totally any wage restraint by whatever method, including cash limits and specifically the government's 5 per cent in the forthcoming year, as a means of solving the economic crisis facing this country."

It adds: "Conference believes that wage curbs are not welcomed by the working-class, and will lead to a possible rejection of the Labour Party by those people who voted for the return of a Labour government in 1974."

Mr Eric Heffer, seconded by

Mr Ian Mikardo, both leading left-wingers, led the battle in the national executive, but they were defeated by 15 votes to 11.

The compromise formula came from what will be thought by many as an unlikely quarter. Mr Wedgwood Benn, Secretary of State for Energy, in combination with Mr Alan Radden, of the boiler-makers' union, suggested that the NEC could make an offer to the conference and asked delegates to remit the motion.

Mr Benn suggested that Mr Foot should inform delegates that the NEC would guarantee that the issue would be raised in the tripartite NEC-TUC-Parliamentary Party Liaison Committee at its next meeting. It was that suggestion, apparently, that sealed the argument and led to the defeat of the hard-liners on the committee.

But the Government has not yet cleared all the hurdles. The proposers of the motion, Liverpool's Waverree and Euxton constituency parties, could refuse to remit and force a vote to be taken at the conference.

With feelings mounting in the trade unions and the constituency parties against the pay policy, a serious setback for the Government's economic strategy is still a possibility. The NEC did agree to accept by 20 votes to three a less intransigent motion from the Association of Scientific, Technical and Managerial Staffs which did not mention the 5 per cent ceiling.

This calls for a return to free collective bargaining, a reflation of the economy, a reversal of successive cuts in public expenditure and a programme of planned import control.

Party activists were surprised that Mr Clive Jenkins, general secretary of the union, should come forward with such a motion, which helps to let the Government off the hook. But Mr Jenkins explained that the 5 per cent, in his view, was no longer an issue. He said it was "in an astringent, highly corrosive solution of sterling. I do not think it will last."

He said that already his union had negotiated agreements with three companies which were three times 5 per cent.

Continued on page 2, col 1

## America joins Britain in refusing to approve immediate visit by Mr Smith and Chie Chirau

From Patrick Brogan  
Washington, Oct 1.

The American State Department has decided against issuing a visa to Ian Smith, the Rhodesian Prime Minister, who, with three other members of the Executive Council, had been invited to visit the United States to explain the Salisbury internal settlement to Congress and the American people.

The moving spirit behind the invitation, which was issued by 22 senators and a conservative organization called the American Security Council, was Senator Samuel Hayskawa of California. Yesterday a State Department spokesman said: "We informed Senator Hayskawa today that we were not in a position to issue a visa to Mr Smith at this time. We have not made a final decision and will continue to review the question in the light of developments in southern Africa."

The State Department also barred a visit by Chief Jeremiah Chirau, but said there would be no problem with the two other members of Rhodesia's Executive Council, the Rev Ndabingi Sithole and Bishop Abel Muzorewa, who have both visited America before.

Our Diplomatic Correspondent writes: "The Government has advised Mr Smith that if he were to land in Britain, even in a private plane, he would risk being arrested."

The Foreign Office informed Salisbury of this last week when Mr Smith made it known that he was considering visiting Washington.

Legally, it was not in the British Government's power to waive Mr Smith's liability to prosecution, it was stated at the weekend. It would also be incompatible with Britain's obligations to the United Nations to grant Mr Smith passport facilities or to facilitate his free transit.

However, if Mr Smith's presence here was considered desirable on political grounds—for instance, to attend a conference on Rhodesia—the Government would certainly consider it. No doubt, in that case, a way round the legal niceties would be found.

Today, Mr Eldon Griffiths, Conservative MP for Bury St Edmunds, described the Government's decision as a "petty little ban. When I recall the interminable list of rebels, revolutionaries, communists and fascist dictators and their blood-stained henchmen who have travelled without let or hindrance via Heathrow, and who in many cases have been received by British ministers even though they were in a state of open insurrection against us, I am appalled and shocked at this petty little act of diplomatic meanness."

Frederick Cleary writes from Salisbury: "The Rhodesian Government is refusing to comment officially on the American decision not to grant visas to Mr Smith and Chief Chirau, but there is no doubt the ban has come as a shock. Late last night there was still confidence in official circles here that the visit by all four members of the Executive Council, accompanied by at least 10 officials, would be approved."

Meanwhile, a Government source said Britain's decision to refuse transit facilities was part of "a petty vendetta".

Although the American ban applies to Mr Smith and Chief Chirau only, it is highly unlikely that Mr Sithole and Bishop Muzorewa will go to the United States. The real aim of the invitation had been to get Mr Smith to Washington and New York to put his side of the dispute directly to the American people.

Bishop Muzorewa, who is also leader of the United African National Council (UANC), again took up the cry at the weekend of the necessity to have a majority rule government installed by December 31. He told a UANC rally that all the good will generated in the accord would be destroyed, and the agreement would be null and void, if the date was ignored.

The government has stated that technically it will not be possible to complete all transitional arrangements in the time that is left. But the bishop says a warning that if the pledges of the March agreement were broken, the objectives of non-racism in Rhodesia would end, safeguards for minorities would no longer be binding, and the (black) majority would revert to wholehearted support of the guerrilla war and a military takeover of the country.

Risks Mr Smith faced; and constitution takes shape, page 5



Mr Smith: visa ban.

Food price rises  
should slow down

## Farmers hope for record harvest

By Hugh Clayton  
Agricultural Correspondent

Britain is certain to have a record grain harvest that will help to hold down food prices, judging from the yields of farmers who contribute to The Times crop survey.

Their results form the most up-to-date national assessment of wheat, barley and oats in Great Britain of 17,500,000 tonnes, compared with a record 16,900,000 tonnes in 1977.

The survey shows that there will be an unusually heavy crop of potatoes and plenty of winter feed for animals in almost every county.

Estimates from farmers who grow sugar beet suggest a strong chance that the country will produce an exceptionally high yield of just over a million tonnes of refined sugar.

The rare combination of heavy yields and good quality in all principal crops will depress the rate of increase in food prices and help to avert the spectre of a cost-price squeeze that has threatened the Phase Four guidelines.

Heavy British crops will swell the record EEC grain harvest and increase pressure in Brussels for restraint next year in farm prices and the cost of guaranteeing them.

Many contributors to the survey are worried about the effect of heavy yields of farm incomes in Britain. The survey results were recorded from the whole of Great Britain, where more than three quarters of the harvest had been gathered.

The performance recorded for cereals was similar to that estimated in the latest survey by the Ministry of Agriculture, Fisheries and Food, which covered England and Wales only, and was made when two thirds of the grain had still to be cut.

The results recorded by The Times were almost exactly the same as those estimated by the United Kingdom Agricultural Supply Trade Association, Ukasta, in September. Those results were widely criticized as too high because they did not take into account the effects of late ripening and storm damage in Scotland and northern England.

Although many northern contributors to The Times have barely begun to harvest their crops, their regions represent only a small fraction of the national arable acreage. Contributors' results make it clear that a record crop has been achieved because wheat, which has increased conspicuously in area this year, has also given by far the best performance on many farms.

The final national total may be reduced by even poorer performance in Scotland than some farmers expect. Figures included in the survey from the areas in Scotland worst affected by storms are almost all estimates rather than actual yields. The Scottish output of barley, which accounts for more than nine-tenths of the cereal area there, may be lower than the total of 1,730,000 tonnes suggested from the survey.

The season has ended as it began, with an extraordinary

Continued on page 4, col 4



The Prime Minister prepares for the party conference with Mr Underhill, Mr Mikardo, Mr Heffer and Mrs Castle.

## Wildfowler shot dead in mistake for gunman

From Christopher Walker  
Belfast

For the second time in less than three months an undercover squad of British soldiers in plain clothes has been involved in the fatal shooting of an innocent civilian in Ulster.

The incident happened in a remote part of Co Tyrone on Saturday night. It was embarrassing for Mr Roy Mason, the Secretary of State, who has been increasingly criticized by Ulster's politicians for allegedly permitting covert army patrols to adopt "shoot-to-kill" tactics in some circumstances.

Last night the Army refused to comment on local claims that members of the Special Air Service Regiment were involved in Saturday's incident.

It did say, however, that it appeared that the dead man, Mr James Taylor, had not been engaged in any criminal activity when he was killed.

Official sources recently confirmed to The Times that SAS men were involved in the shooting last July of John Boyle, aged 17, a Roman Catholic who they later agreed was innocent.

Both that incident and the shooting on Saturday are being investigated by the police. The papers will be passed to the province's Director of Public Prosecutions.

Saturday's shooting happened near the small town of Cough after Mr Taylor, aged 23, and two companions had been on a hunting trip. Reports say they returned to their car, which

was parked in a narrow lane, to find that all four tyres had been let down. They walked to the home of Mr Taylor's uncle to seek help.

Shortly after 9 pm, the sources add, the uncle and the three wildfowlers returned to the car to find plainclothes soldiers and two unmarked civilian cars near it.

According to relatives of Mr Taylor, the soldiers opened fire at Mr Taylor and he fell to the ground hit by three bullets.

Roman Catholic and Protestant politicians condemned the incident. The Rev William Macrae, of the Democratic Unionist Party, demanded an inquiry, and Mr Seamus Mallon, of the Social Democratic and Labour Party, said: "There has got to be a change in the 'shoot-to-kill' orders."

The Army said in a statement: "The Army's [interim] assessment of the incident is as follows: 1. The soldiers were on duties essential to the security of Northern Ireland. 2. The incident occurred in darkness. 3. The soldiers, acting in good faith, had reason to believe themselves to be in a terrorist situation. 4. Without prejudice to the eventual outcome of the investigation, or to the position of the soldiers, now appears that the civilians had been wildfowling, were carrying firearms, and were not engaged in any criminal activities. None the less, a chain of events occurred which led to the death of Mr Taylor. The Army regrets his death, and extends sympathy to the bereaved family."

## Call for autopsy on Pope John Paul

From Peter Nichols  
Rome, Oct 1

Crowds waited in heavy rain from early this morning to file through St Peter's, where the body of Pope John Paul is lying for election of his successor on Wednesday. About a quarter of a million people earlier paid homage to this Pope of little more than a month in the two days in which he lay in the Clementine Hall of the Apostolic Palace.

The General Congregation of Cardinals, which governs the Roman Catholic Church until a new Pope is elected, held its first meeting yesterday and decided to open the conclave for election of his successor on October 14.

This time, the 122 cardinals with the right to vote will surely be expected to think more deeply before sending some equally excellent but ill-prepared candidate to take over the world's greatest and most varied religious office.

So much is clear from a series of statements this weekend. Cardinal König, the Archbishop of Vienna, who is once again among the candidates for the Papacy, is reported as having expressed attention to the views which the Papacy imposes in present conditions.

At the same time, a number of leading Catholics here have asked why there should not have been an autopsy. This view was strongly expressed this morning by Professor Carlo Bo on the front page of the con-

servative Milan newspaper, Corriere de la Sera.

While rejecting sensational readings of the Pope's death, he feels "at the openness now required of the church calls for a public explanation of how John Paul came to die so quickly after taking up office."

The Pope himself told a public audience just before he died that he had been eight months in hospital and had four operations.

An autopsy would probably produce no new facts but it might at least serve to map the extent of the gap between the weight of the office and the physical capability of John Paul to respond to it.

What has changed radically in the meantime is the basis on which the majority of the cardinals made their calculations in August. They responded then to the demand for a pastoral Pope.

But they could be seen as having made a fundamental error, as pointed out by Cardinal König, of piously seeking a man able to be what they envisaged as a new kind of Pope, without looking at the current state of the office itself.

This time, if the historic conclave is to survive in terms of public credibility, it will have to define its concepts of the papal office for the future, together with the physical ability of a candidate to meet its demands.

Questions on divine guidance, page 14

## Rocket attack on Israeli holiday resort foiled

From Michael Knipe  
Jerusalem, Oct 1

A large-scale Palestinian guerrilla attack on the Israeli port and resort of Eilat was foiled yesterday by an Israeli naval patrol.

The guerrillas planned to bombard the town with long-range rockets and then aim the merchant vessel they were using as a base at the coast. It carried a large cache of explosives.

The authorities gave details of the incident today as 100 leading personalities from the occupied West Bank, meeting at Camp David, rejected the guerrilla demand for a naval patrol which opened fire, a military spokesman said.

Three guerrillas were wounded and captured, and another four were captured unharmed in the incident which is believed to have occurred in the Gulf of Agata off Dahab, 100 miles south

of Eilat. The guerrillas are said to be members of Al Fatah.

When the patrol boat's warning shots were ignored it fired at the ship, setting it on fire, and sinking it. The patrol reported that there were 42 122mm rockets on board and a large stock of explosives. The attack was timed to coincide with the start of the Jewish New Year.

As Israel began new year's celebrations tonight, to mark the beginning of 5739 according to the Jewish calendar, a bomb exploded harmlessly in the centre of Jerusalem.

Mr Menachem Begin, the Prime Minister, left hospital today after being admitted at his own request on Friday. He had complained of feeling weak. His doctor said the Prime Minister was in very good shape but had been advised to rest.

Kling Hussein's tour, page 5

## Optimism from Russia on Salt accord

Mr Cyrus Vance, the American Secretary of State, flies to Moscow soon, hoping to resolve the last differences between the United States and the Soviet Union on a new strategic arms limitation treaty (Salt 2). He and Mr Gromyko, the Soviet Foreign Minister, have made encouraging statements about the chances of success. Page 5

## Syrians face attack

Leaders of Lebanon's right-wing Christian militia forces have ordered an all-out attack on Syrian troops throughout the country after fierce fighting in Beirut on Saturday left 250 people dead or wounded. Page 5

## Hijacker arrested after a bargain

Police arrested at his home a Finnish businessman who had earlier hijacked a Finnair Caravelle and received £100,000 he demanded for charities. The hijacker had been allowed to go home for the night after releasing his hostages as part of a bargain with the police. Page 4

## Foreign pupils

An agency is to be set up to deal with a big increase in applications from foreign pupils for places in Britain's independent schools. It will be based at Loughborough, Leicestershire, and will act as a clearing house for applications. Page 3

## Princess resting comfortably

Princess Margaret was resting comfortably on board the New Zealand frigate Orago after being taken ill with a respiratory infection that prevented her from attending Tuvalu, formerly the Ellice Islands. She is expected to be flown to Sydney today. Page 5

## Piggott wins Arc

Alleged, owned by Robert Sangster, trained by Vincent O'Brien and ridden by Lester Piggott, won the Prix de l'Arc de Triomphe at Longchamp for the second year in succession. Trillion was second, two lengths behind, and Dancing Maid third. Page 9

## Korchnoi hits back

Viktor Korchnoi, the challenger, has struck back and won an extraordinary game in the world chess championship. It was a game full of interest but also full of error; but Anatoly Karpov, the world champion, is still in the lead, by 5-3. Page 5

## Reutemann victory

Carlos Reutemann, of Argentina, won the United States Grand Prix at Watkins Glen driving a Ferrari at a record average speed of 118.58 mph. Alan Jones, of Australia, was second and Jody Scheckter, of South Africa, third. Page 8

Ankara: Wife and daughter of Austrian Ambassador shot dead on beach in south-west Turkey. Page 5

Business Efficiency: A 14-page Special Report on motivation and automation in the office. Page 5

Leader page, 13  
Letters: On car imports from Japan, from the secretary of State for Trade; on economic growth, from Lord Kaldor.  
Leading articles: Microelectronics; Middle East dangers.  
Features, pages 6 and 12  
The first extract from Sir Robert Marj's book on his days as head of Scotland Yard; Lord Chalfont on the secret saboteurs damaging Britain.  
Arts, page 7  
The Monday Book, Hitch, reviewed by Sheridan Morley; William Mass on Götterdämmerung (Covart Garden) and Lulu (Leeds); Irving Wardle on All Along the Watchtowers (ICA).  
Sport, pages 4-10  
Football: Chelsea make Cruyff an offer; another 42-day reign could be ending at Elland Road; Golf: Kent win first county championship.  
Business News, pages 15-20  
Financial Editor: Searching for new ground in trading; a ray out on the impasse; Company profits: The momentum will not last.  
Business features: Maurice Corina discusses the possible programme for Labour's next Parliamentary session.  
Business Diary in Europe: A campaign to reduce postal delays.

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## LABOUR PARTY CONFERENCE/BLACKPOOL

## Trade union leaders determined to oppose pay policy

From Paul Roudledge

Labour Editor

Trade union leaders are to press ahead with opposition to the Government's 5 per cent incomes policy whatever the outcome of today's crucial Labour Party conference debate on wage restraint. The Prime Minister was warned during last night's meeting of the party's national executive committee, that despite efforts to forestall a hardline motion rejecting Cabinet pay guidelines, the union bloc would press for a policy of unfettered collective bargaining.

After a strong plea for unity from Mr Callaghan, Labour's executive voted by 15 to 11 to ask delegates to renounce the anti-incomes policy motion.

Even if the push led by the Transport and General Workers' Union (TGWU) to win a majority for the motion fails, its objectives will be pursued. Mr Mooney (Moss) Evans, general secretary of the TGWU, said defeat "will not in any way alter our resolve to continue our policy of free collective bargaining."

The only reason for talking to the Cabinet on the issue was not to be seen to be conceding anything. No useful purpose would be served by making an agreement with ministers to centralize pay norms to be imposed on workers and employers alike. "Any such agreement," Mr Evans said, "would be to abandon the current pay guidelines," he insisted.

The TGWU leader was speaking after the General and Municipal Workers' Union, traditionally the most loyal support of the Government, had decided to give official backing to the strike by 57,000 Ford workers determined to breach the industrial ceiling on pay rises.

The transport workers are also making arrangements to raise money from bank accounts for £250,000 a week strike pay for its 38,000 Ford members in the stoppage, now in its second week.

The strong line being taken by the TGWU suggests that a move by Mr Wedgwood Benn, Secretary of State for Energy, at yesterday's executive committee meeting to refer the whole issue of wages to a special session of the TGWU-Labour Party Liaison Committee is doomed to failure.

The transport workers are adhering to their view that the Cabinet must drop the 5 per cent policy, and will not entertain a compromise.

The warning to Mr Callaghan during the executive meeting in a seatfront hotel in Blackpool came from Mr Alexander, the TGWU executive officer of the TGWU, who told the Prime Minister that the uncompromising position on pay was not adopted despite NEC opposition.

That was also the view of the TGWU general secretary, and is presumably shared by other unions whose delegates were meeting at the weekend to determine their attitudes to business coming before delegates.

The anti-incomes policy motion recognizes the value of co-operation between the unions and the Government, but rejects totally any wage restraint by whatever means, and specifically the Government's 5 per cent limit, as a means of resolving Britain's economic crisis.

The motion, from the Hyman and Liverpool, Waverley constituency parties, demands that the Government immediately ceases its intervention in wage negotiations, and declares that the Labour Party will support the planning of wages only when prices, profits and investments are planned within the framework of a socialist planned economy.

Going beyond the terms of the "free bargaining" policy adopted by the TUC conference a month ago, it instructs the party to organize a campaign in the wider trade union and Labour movement against the Government's wage policy, and for an improvement in working-class living standards, protected against inflation.

The TGWU will cast its 1,074,000 block vote behind that resolution, conscious that it is the only union to have the Government "of our own choice," as Mr Evans put it.

The decision of our union is clear and unequivocal. We have no doubt that we will be able to bargain directly with employers fairly and freely. We think it is a disgraceful proposition—despite the fact that we might be able to secure a better deal for ourselves—into the collective bargaining system.

The transport workers are also aware of the political effect of the Government's wage policy. They are struggling to convince the public that disagreement with the Government is not a sign of weakness. The TGWU is also aware of the political effect of the Government's wage policy. They are struggling to convince the public that disagreement with the Government is not a sign of weakness.



The Prime Minister among a throng of well-wishers after leaving a pre-conference church service in Blackpool yesterday.

## 5% 'threat to ministers' denied

By George Clark  
Political Correspondent

Left-wing delegates to the conference responded angrily when they heard from Mr Norman Tebbit, MP for Harrogate, that the Government's 5 per cent limit on pay rises was a "threat to ministers".

What concerned Mr Callaghan and Mr Tebbit was not so much what Mr Tebbit said, but the fact that it was said. "That is not an issue, really," he said. "The Government could defend itself against the charge of being a threat to ministers in manufacturing going ahead with considerable wage improvements above 5 per cent."

What Mr Healey was insisting on was that those in the public sector should not have wage increases over 5 per cent. If you add another 12,000 to that wage bill, then the whole system is in jeopardy once again," he said.

"That £3,000 going on the wage account could not be given without it spinning off into additional imports, thus worsening our balance of payments and affecting the value of the pound," Mr Tebbit said.

Mr Tebbit, who is a member of the Conservative Party, said that the Government's 5 per cent limit was a "threat to ministers".

Mr Tebbit said that the Government's 5 per cent limit was a "threat to ministers".

The Government the only victor would have been Mr Thatcher.

"That kind of loyalty is, however, constantly misused by our members," she added. Mr Callaghan had taken that parliamentary approval as being the end of the matter. "The Government is not a threat to ministers in manufacturing going ahead with considerable wage improvements above 5 per cent."

Mr Tebbit said that the Government's 5 per cent limit was a "threat to ministers".

Delegates were encouraged to name the issues they most wanted debated at the conference. Apart from the pay limit, the favoured subjects seemed to be the handling of Rhodesia oil sanctions, the democratic election of the party leader, presidentialism of sitting ministers, and a revision of the Official Secrets Act.

Mr Tebbit said that the Government's 5 per cent limit was a "threat to ministers".

## Hattersley call for more new local newspapers

By Hugh Noyes

Parliamentary Correspondent

Mr Roy Hattersley, Secretary of State for Prices and Consumer Protection and the Cabinet minister responsible for mergers and monopolies, today called for more new local newspapers to be set up.

Mr Hattersley said that the Government was keen to support the development of local newspapers, which could be produced by small businesses using new technology. He said that the Government was keen to support the development of local newspapers, which could be produced by small businesses using new technology.

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## Callaghan aim to avoid a confrontation

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## Provisional agenda for the week

The provisional agenda for this week's conference is as follows:

Monday: Morning: Address by Miss Margaret Thatcher, MP for Eton and Slough, the Conservative Party leader, on the National Health Service and education. Afternoon: NEC document: The EEC, the economy, minimum wage, incomes policy, and the Government's 5 per cent limit on pay rises.

Tuesday: Morning: Address by the Prime Minister. Resolutions on agricultural land, taxation and social security. Afternoon: NEC document: The EEC, the economy, minimum wage, incomes policy, and the Government's 5 per cent limit on pay rises.

Wednesday: Morning: Education, nuclear weapons, electoral reform, and the NEC document on local government reform in England. Afternoon: NEC document: The EEC, the economy, minimum wage, incomes policy, and the Government's 5 per cent limit on pay rises.

Thursday: Morning: Housing, energy and Windfall: North Sea oil and micro-electronics. Afternoon: NEC document: The EEC, the economy, minimum wage, incomes policy, and the Government's 5 per cent limit on pay rises.

Friday: Morning: NEC document: The EEC, the economy, minimum wage, incomes policy, and the Government's 5 per cent limit on pay rises. Afternoon: NEC document: The EEC, the economy, minimum wage, incomes policy, and the Government's 5 per cent limit on pay rises.

Saturday: Morning: NEC document: The EEC, the economy, minimum wage, incomes policy, and the Government's 5 per cent limit on pay rises. Afternoon: NEC document: The EEC, the economy, minimum wage, incomes policy, and the Government's 5 per cent limit on pay rises.

Sunday: Morning: NEC document: The EEC, the economy, minimum wage, incomes policy, and the Government's 5 per cent limit on pay rises. Afternoon: NEC document: The EEC, the economy, minimum wage, incomes policy, and the Government's 5 per cent limit on pay rises.

## Union's £50,000 gift

Mr Clive Jenkins, general secretary of the Association of Scientific, Technical and Managerial Staffs, handed a cheque for £50,000 to Mr Ronald Hayward, general secretary of the Labour Party, in Blackpool yesterday morning.

## Mr Shore deplores consequences of any abstention from European elections

By Our Political

Parliamentary Staff

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## Benn call for full public inquiry over sanctions

By Our Parliamentary Staff

Mr Wedgwood Benn, Secretary of State for Energy, told an "Any Questions" session that there should be a full public inquiry and disclosure of all documents concerning sanctions against Rhodesia and the Bingham report. He said he was speaking as a member of the Government from 1964 to 1970.

Mr Michael Foot, leader of the Opposition, said that the House remembered that there would be a full debate on these matters. He said that the Government should not be afraid to disclose the documents. He said that the Government should not be afraid to disclose the documents.

Mr Benn said that a freedom of information Act was required so that everybody would know exactly what ministers knew. He said that the Government should not be afraid to disclose the documents.

Mr Benn said that if such changes were made, the rank and file would know as much as the leadership. He said that the Government should not be afraid to disclose the documents.

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## HOME NEWS

## Tories urge tax aid for worker participation

By Christopher Thomas

Labour Reporter

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single body of participation. We prefer the concept of the Government recommending a whole range of different schemes which would not be exclusive but would serve as guidance.

We do, however, believe in positive encouragement and this might take the form of company tax incentives.

The Conservative Trade Unionists say they are opposed to a rigid formula of worker-directors. Real participation began on the shop floor. They do not oppose the concept of worker-directors, but would prefer to see men emerge on the strength of their talents.

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## HOME NEWS

## Independent schools agency for foreigners

Diana Geddes, Education Correspondent  
An agency is to be set up to deal with a big increase in applications from foreign pupils for places in Britain's independent schools. The agency, which is to be set up this month, will act as a central clearing house for applications; it will also test pupils' command of English and if necessary provide intensive tuition to help them to pass school entrance examinations. The agency is being set up by the Independent Schools Information Service (ISIS), which represents 1,050 independent schools, including the 119 member direct-grant schools, seven of Britain's leading public schools, including Eton, Winchester, Harrow, Westminster, Radley, Rugby and Wellington, have agreed to consider taking pupils through the agency.

Parents will be asked to pay an initial consultancy fee of about £35 and a further fee of about £125 if their child is found a place in an independent school.

One in 20 of the 300,000 pupils in Isis member schools are of foreign nationality. The total of foreign pupils rose by nearly 3,000 last year and accounted for almost the entire overall increase in the number of pupils attending those schools.

Of 14,000 foreign pupils, 3,900 come from Asian countries east of Iran, 2,600 from Europe, 2,150 from Africa, 1,900 from the United States, 1,350 from Iran and 1,100 from the Middle East. Income from foreign pupils' fees amounted to more than £23m last year.

The agency will be in the charge of Mr John Buchanan, former headmaster of Oakham School, and it will be situated within the English School at Loughborough.

The agency expects to process at least 200 applications from pupils aged between 8 and 16 in its first year, and hopes that the number of applications will rise to several thousand in five years.

Mr Buchanan said that there were probably 10 disappointed overseas pupils for every one accepted at an independent school. "The whole process is something of a lottery for both parents and schools. We hope to make it less of a hit and miss exercise", he said.

## Bicycle theft campaign

The Home Office is launching a campaign to combat bicycle thefts. Nearly 100,000 bicycles were stolen last year in England and Wales.



Water from the Grand Union Canal being pumped yesterday into the blazing warehouse where a fireman died.

## Fireman is killed, six injured

By a Staff Reporter

The wall of a blazing warehouse collapsed and killed a fireman and injured six others near Euston, London, early yesterday. More than 200 firemen and 35 fire engines from all over London were brought in to fight the fire, which was described by one officer as the worst he had seen.

Twelve hours after the blaze began, at 3 am, a 400ft column of smoke was visible from Waterloo Bridge, two miles away. Tons of masonry and

brick covered the pavement, fire pumps and a 100ft turntable ladder in St Pancras Way, where the wall fell and showered over the seven men, scattering rubble over 100 yards.

The injured were taken to University College Hospital, where one was operated on for multiple injuries and injuries to his head.

The fire team had parked their two £20,000 vehicles immediately under the 24ft perimeter wall of the warehouse. The five-storey wall peeled away from the top without warning. One of the vehicles was almost flattened, the other was badly damaged.

Firemen had made no attempt yesterday afternoon to move the vehicles and were keeping well away from the warehouse because of the danger.

All firemen had been withdrawn from the building when the walls appeared likely to collapse.

Sparks started a small fire in the grounds of St Pancras Hospital, Cambridge Street, but it was rapidly extinguished. As daylight broke, more than 50 psychiatric and geriatric patients were evacuated to other wards because of smoke billowing into the hospital's northern wing.

The fire began in an upper section of the five-storey building, which comprised brick cladding on a steel frame and is called The Granary from its origin as a Victorian grain store.

The cause of the fire was not clear but the warehouse contained highly combustible goods like paint, plastics, aircraft spares and furniture.

The roof fell in during the night, but firemen were still unable to get inside yesterday because of the danger of the exterior walls collapsing.

An assistant chief fire officer, Mr Derek Fole, said: "The walls are moving like leaves in a breeze. We are waiting for the best part of it to burn out, and we could be here two days."

The dead fireman was Mr Stephen Neill, aged 24, a single man, who lived with his parents in Basildon, Essex. He joined the fire brigade in November, 1976, and was attached to the Barbican station. The seriously injured fireman is Mr David Whitworth, aged 22, who is married and has two children. The other injured men were discharged from hospital after treatment for cuts and bruises.

## Menu was 'bugged' by a cooking enthusiast

By Penny Symon

The mystery of the "bugged" dinner menu was solved yesterday when Mr James Hazan revealed that it was he who had tape-recorded a conversation about stuffed veal to be eaten by Mr Andrew Knight, editor of *The Economist*, and his guests.

Mr Hazan, who lives in Maida Vale, London, is concerned that the world now considers him to be an employee of the KGB, when in fact he has a modest business making shoes for film and television productions.

The trouble started when Mr Knight's wife was discussing a dinner menu over the telephone with Mr Paolo Ribero, her Italian chef. The line was bugged and she heard several clicks. She suggested to Mr Ribero that they put their telephones down and try again.

Each time she tried to get through she found that there was no connection, or else a crossed line. Eventually she found herself listening to a three-minute recording of her earlier conversation with Mr Ribero.

She told her husband, who reported the incident in *The Economist*, and the Post Office was alerted. Very swiftly they replaced Mr Ribero's telephone, but they refused to say whether they had given Mr Knight a new instrument.

All that has infuriated Mr Hazan, who said yesterday that he had had trouble with his telephone, including many crossed lines, for a year and a half, but repeated pleas to the Post Office for help had been unsuccessful.

"The other night I picked up the telephone and heard a woman talking to a chef about cooking. I am very interested in cookery, so instead of hanging up, or asking them to get off the line, I listened", he said.

"I tape-record all my own conversations because I have a very bad memory, so I connected the telephone to my tape machine."

Mr Hazan left the telephone off the hook while he played the recording back. "That must have been what Mrs Knight heard", he said.

## Typhoid confirmed

A girl aged 18 from Mansfield, who had been on holiday on the Costa del Oro, Spain, is suffering from typhoid, health officials confirmed yesterday. Nottingham City Hospital said her condition was not serious.

## Union drafts policy to aid bright pupils

By Our Education Correspondent

Proposals to improve the provision in primary schools have been drawn up by the National Association of Schoolmasters/Union of Women Teachers, the second largest teachers' organization. The Schools Inspectorate said a survey of primary schools published last week that the more able child was not being sufficiently challenged.

The national officers of the union have drafted a policy paper on the union's reaction to the report, which calls for the imposition of a limit of 25 children on classes for pupils aged six to eight, and endorses

the inspectorate's recommendations of an increase in the number of specialist teachers in primary schools and of more in-service training in special subjects.

The draft policy paper also calls for primary teachers to be given at least 10 per cent of their time outside the classroom in order to be able to consult with specialist colleagues, and to prepare and improve their lessons.

The proposals will go for approval to the union's national executive next week and will then be put to the Council of Local Education Authorities at its meeting with primary and secondary school teachers on October 17.

## One in 4 pupils 'put at risk' by lead in petrol

By Our Motoring Correspondent

At least a quarter of Birmingham's schoolchildren could suffer mental disability because of pollution from lead in petrol, according to the Bishop of Birmingham, the Right Rev Hugh Montefiore.

In his presidential address to the Birmingham Diocesan Synod on Saturday, Dr Montefiore called on the Government, petrol companies and motor manufacturers to co-operate to remove what he says is this threat to children in cities.

The bishop said the latest evidence showed that at least a quarter of Birmingham's children were at risk and that the proportion could be as high as three quarters. He said poor children were most vulnerable, since a good diet was the best protection against the toxic effects of lead.

He went on: "The best solution is to reduce the amount of lead put in petrol and use modern technology to produce high-octane fuel without lead tetra-alkyls. Savings in fuel consumption and car maintenance costs would more than offset the small extra cost of the petrol."

"We have no moral right to risk impairing the mental functions of children. Both government and industry have a moral responsibility not to risk endangering children in this way."

A case in which the parents of three infant boys are suing Shell, BP and the Ford Motor Company, claiming that their children's health has been damaged by lead in exhaust fumes, opened in London this month. It resumes on November 27.

## LSO to premiere revised work by Khachaturian

The Khachaturian memorial concert at the Festival Hall, London, tonight will include a version of the composer's first symphony which has not been heard before even in Russia. Originally the concert was to have featured the first British performance of the revised symphony published in 1968. However, Khachaturian made further changes in the last few years.

Loris Tjeknavorian, who will conduct the London Symphony Orchestra tonight, was told about the changes by the composer on his last visit to London last year.

In Moscow this month Tjeknavorian saw Khachaturian's son Karen, who showed him the composer's score. The changes include cuts in the first movement, alterations in the orchestration and some revisions to tempo markings.

## 'The Times Atlas'

A greatly revised edition of *The Times Concise Atlas of the World* is published today at £14.95. The general sections on the earth sciences, earthquakes, volcanoes, the origins of the Earth, the solar system and the universe; world trade, energy and industry; food, tourism, navigation and pollution, have all been rewritten and illustrated with many new maps, diagrams and charts.

The maps have been extensively revised, with many thousands of new roads, railways, and boundary adjustments. The index has been entirely revised and reset.

The atlas is available at all leading bookshops. Queries to Times Books, 18 Ogle Street, London, W.1.

# The Sunday Times and ICL congratulate the 11,822 people who ran in the National Fun Run and especially:

## Boys under 15 years

IKEM BILLY  
PETER SPELMAN  
ROBERT TUDOR

## Girls under 15 years

KATE RODERICK  
CATHERINE BRUCE  
DONNA SPENCER

## Boys 15-18 years

TONY HARRON  
ANGUS KINDLEY  
MARK FRITH

## Girls 15-18 years

JUNE BENNETT  
WENDY GRIFFITHS  
SUSAN RICHARDS

## Men 19-29 years

JIM GOLDRING  
ROBERT ALLINSON  
ROBERT HARRISON

## Women 19-29 years

LYNNE HARLEY  
GILL ADAMS  
BRONWEN SMITH

## Men 30-39 years

ALAN ADAMS  
LEO CARROLL  
JOHN ROBINSON

## Women 30-39 years

BRIDGET CUSHEN  
JEAN GILBEY  
BAL ROBINSON

## Men 40-49 years

BRUCE TULLOH  
HARRY CLAYTON  
JOHN GEOGHEGAN

## Women 40-49 years

CLARE CHAPMAN  
PADDY MILLWARD  
CAROLE CLEGHORN

## Men 50-59 years

FRED WRIGLEY  
JOHN DOGGETT  
GILES BRINDLEY

## Women 50-59 years

GWEN SIMONS  
HESTER SMITH  
MAY BIDDULPH

## Men &amp; Women 60+

CHRIS MASON  
DAVID SHERRIFF  
JAY MUNNS

On Sunday, 1st October 11,822 people took part in the National Fun Run: a gentle jog round a 4Km course (2½ miles) in Hyde Park, organised by The Sunday Times assisted by ICL, in aid of The British Heart Foundation.

Strictly speaking it was a non-competitive event, more like the Caucus Race in Alice in Wonderland in which everyone won prizes.

However, with the aid of an ICL 1500 mini-computer we did keep a record of who logged the best times for the course, according to their age and sex category. The names of these super-joggers are published here.

The team results will appear in *The Sunday Times* on 8th October.



**ICL**  
International Computers







# BUSINESS EFFICIENCY

## Parkinson rules in the office

by Lynda King Taylor

British office workers contribute to invisible exports of about £150m a month and the contribution is vital to the economy. Their influence on Britain's future is out of all proportion to their number, now more than a quarter of the total work force.

Office inefficiency is a national disgrace. An Engineering Employers' Federation paper, *Productivity Improvements in the Office*, stated that the effectiveness of most clerical resources is only 50 per cent. And most work study enthusiasts say the scope for improving performance is at least 35 per cent at all levels.

Many reasons are offered for this inefficiency: from cramped staff canteens to badly lit and equipped offices, from too unprofessional an approach by management to Parkinson's Law and bureaucracy. In some cases, improving efficiency requires spending more and not trimming basic costs.

With almost 50 per cent of office workers living in south-east England, cost reductions are difficult with increasing rents, rates, commuting bills, and the London salaries that have to be paid to get anyone to work in an office at all. The London Offices Bureau says the average rent a square foot in the West End is about £13, compared with £1.50 in Portsmouth and 60p in Leicester.

There is a wide scope for savings through relocation outside the capital, yet 70 of the top 100 companies insist on having their headquarters in London through habit, history and prejudice. Staff costs can be reduced; London salaries are out of proportion to effort and responsibility compared with similar regional jobs.

The horrors of commuting and the tedium of a nine to five routine add to the recruiting difficulties of London-based employers. Scarcity therefore often means paying about £4,000 a year for typists and not

much less for clerical workers and switchboard operators.

From random samples, a typist in Birmingham is getting an average of £30 a week less than her London counterpart. A London company with 100 typists would save more than £50,000 a year by moving north, and more still if the relocation was green belt and not in another city.

However, London retains its attraction because of its wide range of high professional skills. How much longer this can continue with soaring costs remains to be seen.

Government legislation has indirectly caused a large rise in fringe benefits. The fourth annual survey of fringe benefits published by the Statistical Services Division of the Alfred Marks Bureau says employers are amazingly ignorant of the full extent of perk overheads.

The cost of fringe benefits to an organization often substantially exceeds 40 per cent, and employers would be well advised to undertake a financial analysis to determine the actual costs.

Pensions, sickness benefit, insurance schemes, medical care, maternity and paternity leave, holidays, flexible hours, canteens, hairdressing facilities, home mortgage and telephones, discount buying, educational and social subsidies, marriages gratuities, personal loans, long service awards and bonus incentives: the list of perks is endless and can only become longer in view of present legislation.

If staff and housing costs can only rise, office management must search elsewhere if efficiency is to be improved. Although office equipment and labour saving devices are improving, in far too many organizations work layouts are appalling and usually impede smooth work flows and encourage both manpower and time to be wasted.

Office planning can be expensive; but so are days lost through headaches, backache, poor eyesight and high blood pressure. According to

the furniture trade, less than 20 per cent of companies supply their staff with the right kind of chair. In one well-organized company I found the buying of typists' chairs was the function of a £12,000 a year accountant who did not even consult the typist.

Bad organization remains one of the greatest failings of today's office manager. I have conducted all manner of "How do you use your time" surveys and the scope for better use of management time and skill is enormous.

A manager is not using

his secretary effectively if she is taking dictation at 16.55 when it could have been done five hours earlier. Too many secretaries complain of not knowing what is going on in the company, have no knowledge of the end results of their jobs, or

"The effective use of secretaries" courses run by the Industrial Society should probably have the bosses on them, not the secretaries. Naturally there are some legitimate reasons why managers spend their time on non-productive work. The recent report *The Impact of*

*Employment Protection Laws* by the Policy Studies Institute said the chief effect of that legislation was to increase the amount of time it occupied in a manager's day. Bureaucracy too often defends the status quo. Certainly, tribunals and legisla-

tion over unfair dismissals and disciplinary procedures occupy large amounts of time and manpower. Far too often legislation actually produces inefficiency and demoralization. The hallmark of our age is a tension between the aspiration of the individual

and sluggish institutions. The institutions try to speed things up with automation. Computers increase efficiency and aid profitability and productivity, it is said.

Computers do mainly repetitive work, where extensive data need to be processed and the results presented quickly and accurately. Accounting, statistical work, invoicing and billing, stock control and payrolls are typical examples.

They have been successful, too, with certain specialized systems such as airline reservations and banking transactions. Enormous progress has been made in production control applications.

But practically and economically, the use of computers is limited in offices. Office work often requires human judgment or a treatment too unrepeatable to justify costly computer time. The Department of Employment considers the amount of office work that computers will take over in 30 years' time is likely to be about 15 per cent.

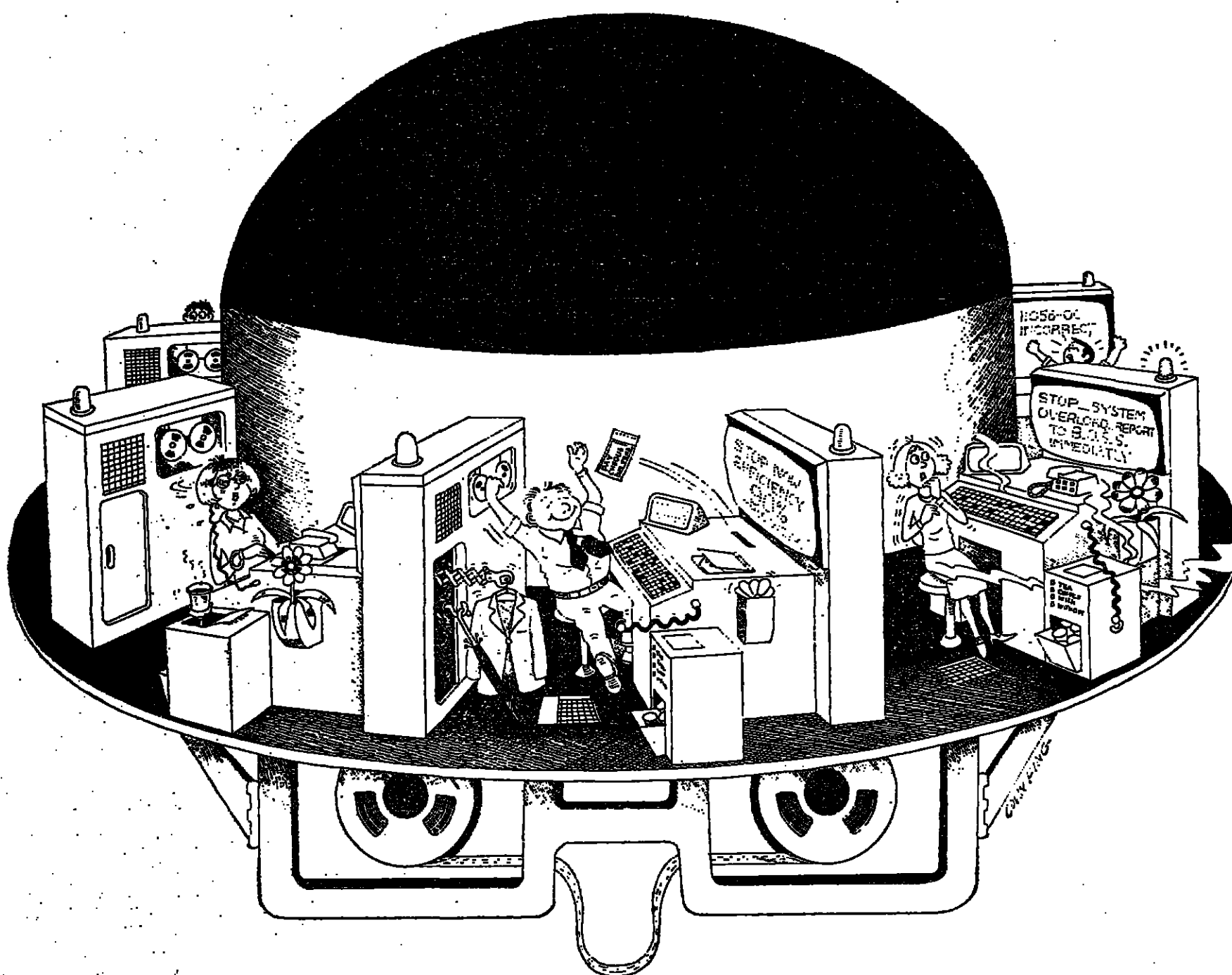
The Department of Employment Research Unit finds the opportunities for improving efficiency with computers are not always realized. However, the social implications, staff alienation and lowering of motivation when automation is wrongly, abruptly or badly introduced, have to be considered too.

Social factors should be considered more. If they are not poor staff motivation, worsening industrial relations, poor quality work, apathy, disinterest, and absenteeism result. Offices are full of people as well as machinery.

If Britain is to survive economically it will rely on a new generation embarking on careers in offices. The young have high aspirations, demand flexibility and creativity and the automated world of computerized offices must be able not just to recruit them, but to retain them and use their talents.

Already the office staff I talk with speak of automation as being "Big Brother", "inflexible" or "authoritarian", and react against it instead of alongside it.

The author is managing director of LKT Manpower Services and an adviser to the Department of Employment Work Research Unit.



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Modern man was not created to work in the traditional office. Neither was the modern business.

Trying to make more people and more equipment go into less and less space is the suffocating problem that faces most growing businesses today.

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It's name: The ASD Open Office system by Westinghouse.

It will transform your office without structurally altering your office. And it'll save you up to £35 per sq. ft. in the process.

All because the basic system is made up of separate but compatible movable parts.

So there's no need to stop work to knock down permanent walls, re-cut carpets or even re-route wiring, heating and ventilation ducting.

ASD is a completely interchangeable system that grows as fast as you grow.

It includes chairs, desks, worktops, contoured screens, dividers, panels and movable walls. All with cunningly concealed lighting and storage drawers that help unclutter your mind.

ASD ensures that every inch of your office space works for the people in the office and not against them.

Let's face it, anything that can free people from an environment they'd otherwise feel imprisoned by, has got to be your number one priority.

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Cunard to book a room for ourselves to prove it.

At the London Business Show talk to: Flexiform Ltd, our UK distributors. Or contact Westinghouse ASD at 69/73 Theobalds Road, London WC1X 8TE. Tel: (01) 242 1772 or 405 8294.

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CUNARD INTERNATIONAL HOTEL, OCTOBER 3-6th 1978.





## They say computers are getting more human. True. So meet the Philips system.



**Graeme Collings, Philips Data Systems Engineer.** You won't meet Graeme very often, as a matter of fact, with over 70,000 installations to date, we have plenty of time to make our systems foolproof and fail-safe. Graeme, like all our Engineers, is a fully-qualified expert, he's proud to work for Europe's largest electronics company, and proud of the fact that Philips Engineers are on the spot, whenever you need them—and that includes the Shetlands, as well as the big cities. His job is to help you, by taking care of the technical side of things.



**Lindsey Williams, Philips Data Systems Engineer.** You'll meet Lindsey, or one of her colleagues, when your system actually arrives (and it could be an Accounting System, an Office Computer, a Small Business Computer, or a Terminal System). She stays a few days to ensure a smooth changeover, train your staff in the live running of your system (she's already been on one of our free training courses) and iron out any problems. Lindsey is proud of her skills; she can operate all our range blindfold, and there isn't much she doesn't know about business systems. Her job is to help you, when you start out in computing.



**Marilyn Thomas, Philips Data Systems Software Specialist.** You won't meet Marilyn at all, unfortunately; she makes her contribution at one of our Regional Software Centres, where the programs for your system are developed. She spends a lot of her time producing Library Programs to save your money, we now offer special "off-the-peg" software for most accounting jobs in most industries. Marilyn's ingenuity and talent make your system work quickly and efficiently. Her job is to help you, by providing the human factor in your computer system.



**Ian Cummins, Philips Data Systems Sales Team.** Ian could be the first person you'll meet from our company, and you're likely to see a lot of him from then on. He's responsible for analysing your requirements in the first place, and for producing your Systems Recommendation (but not done; each Salesman is backed up by six technical people). From the day you see the Recommendation, it need only take four weeks before your system is in and working. Ian's job is to help you, by demonstrating how Philips can solve your accounting problems with systems from £7,000 to £70,000.



computers that  
talk your  
language

PHILIPS

by Lynda King Taylor

**Mid-career workers:** we have all seen them, we know companies where they are abundant, perhaps we know some personally: nursing, disappointment and boredom, waiting for retirement.

They should be people passing the middle of their careers or ending a middle career, with another one still to come, but they behave as if they are at the very end of their careers, and all that is left is to hang on. They behave that way because they are invariably treated that way.

Where are these people, lacking motivation and increasingly unsatisfactory to their firms and to themselves, most likely to be found? More often in "high technology" industries than in commerce, although some commercial enterprises—advertising, for instance—put the onset of senility at about 35 (except for the chairman, of course).

Skilled workers run the greatest risk—if you never acquire any specific skill you do not run the risk of professional obsolescence, and can quite easily be moved from one job and function to another. Mainstream a generalist skill, and you have job security.

But even the highest of the high-technology companies can avoid wasting their staff in putting them "on the shelf" too early. Obsolescence and neglect in mid-career is not technology's fault, but the fault of company attitudes. These attitudes condemn to neglect anyone who, it seems, is unlikely to receive any further advancement along the path they have been on for the past five, 10 or 20 years.

So the man stays put, and the rest sets in. Often he faces the humiliation of a sideways move into a job where he can do no damage, and nothing constructive either. Treated like this, a person realizes that there is no opportunity for change before retirement unless he makes a deliberate break. Either he goes or stays.

Going is not easy, especially in the United Kingdom where high taxation limits the amount of personal savings that can be accumulated



Students punching computer cards at the Control Data Institute, London.

to finance early retirement, or an "own boss" venture. Going will often mean a drop in standard of living, a change of friends and colleagues, and the loss of routine—and, not least, the removal of considerable security.

Not surprisingly, therefore, most mid-career obsolescents stay. This is bad for the company, and bad for up-and-coming staff.

The mid-career person can be a formidable problem. He often does lack the up-to-date knowledge necessary to maintain productivity and efficiency, and it could be disconcerting to promote someone to a senior position and then have to make another change after only a few years. But the problems are not insoluble. There is no reason, for example, why someone of 55 should know less about his technology than the most recent graduate.

The assimilation of new knowledge through retraining is more often missed through lack of opportunity than lack of ability. The Control Data Institute, which runs courses in conjunction with the government-sponsored Training Opportunities Scheme (TOPS), has recently placed in employment 550 trainees, many of whom were retained from one skill to another. Machine operators, for example, become computer programmers; a butcher acquires

new skills necessary for the computer industry.

The TOPS scheme and courses like those at CDI help enormously those mid-career people who decide to move on. However, inflation and recession tend to encourage people to hang on in their jobs, rather than risk an early retirement or a business venture long dreamed of.

The task of deliberately countering the problems of mid-career workers is something few companies tackle in spite of the increasing pressure from people lower down in the organisation more keen than ever to move one step up the ladder. A surprising number of companies I work with go to great lengths to plan the future life of plant and machinery, stores and materials, but deal with their major asset—people—in an offhand and haphazard manner. In growing technological companies, where the problems of mid-career people are most acute, there appears little appreciation that a qualified, high-calibre person recruited at 21 could represent a £1m investment.

Disenchantment can be nipped in the bud by career planning, scrupulously discussing career paths and tasks with people affected, and keeping ambition alive. Companies with strait-

jacketed policies and a imagination cannot be surprised if they end up with wasted assets on their hands. International assignment sabbaticals, secondment to other parts of the corporation, as well as to outside companies, are regular events in organisations which have made strides in avoiding obsolescence among their staff. Provided care is taken to keep the person's career going during absence from the company, everyone seems to benefit. Lending business men to run charities is another method.

The National Westminster Bank had a large number of people with long experience working for it, mainly as a result of high recruitment in the immediate pre-war and post-war periods. Amalgamation between banks in the late 1960s added to the number of long-term employees who were most unlikely to get any further promotion during the remaining 15 years or so before their retirement.

At about that time the bank was asked to provide professional help, not just money, for the National Gallery. It seemed an obvious move to second one of the "surplus" employees to aid the gallery with its appeal fund. Now, NatWest has set up an entirely separate organisation, NatWest Enterprises.

Instead of fearing redundancy or facing some disaster, more than 100 assistant managers, accountants and other bank officers have been able to transfer entirely to the new subsidiary for secondment to charities. Their salaries and pensions, the same as they would have been at the bank proper, are paid by NatWest, the charity merely being responsible for out-of-pocket expenses.

The operation is flexible. Secondments are normal for two years, but can last much longer, the executive moving to another charity and so on, until normal retirement.

Much more use could be made of this secondment approach in the Civil Service, where the interface between it and many of the client bodies which it controls or supervises (nationalized industries, NHS, local government) is notoriously weak. The Civil Service College is closely involved in developing this interchange ability by running a wide variety of courses for civil servants; however, more interchange with industry may go some way to restoring the image that the Civil Service is the last refuge of the incompetent.

The scope for retraining is enormous provided many attitudes and myths are abandoned. For example: "You cannot teach an old dog new tricks." Increasing knowledge is the only instrument of production that is not subject to diminishing returns.

## Unions move to recruit more office workers

by Paul Routledge

It was with an air of conspicuous self-satisfaction that Mr Len Murray, general secretary of the TUC, announced recently that trade unionism was still very much on the increase, with another 350,000 joining "the great family" in 1977. Many of them were white-collar workers to whom traditional labour organization was anathema only a decade ago.

Membership, Mr Murray crowed, was increasing right across the board, but notably among clerical, technical and managerial employees. "The many unions which have been working hard for the last decade and more to recruit white-collar employees have convinced professional people that by combination they can provide themselves with a service that they can obtain in no other way. Thousands of people who only a few years ago would have scoffed at the idea of joining a union are now eager members", he said.

"Working people are for ever being told that trade unions are unpopular, and that their influence is waning", he went on. "The answer that working people themselves are giving to this is that, in every sort of occupation, they are flocking to join unions. So much for the Canutes who would like to roll back the tide of trade unionism."

With roughly two thirds of the manual workers in industry already organized, it was inevitable that the unions would turn their sights on the lush pastures of office workers, whose relative pay, status and conditions had been declining during the 1970s because of aggressive collective bargaining by the blue-collar brigade.

Spurred by the remarkable success of Mr Clive Jenkins's Association of Scientific, Technical and Managerial Staffs in recruiting office workers either directly or through mergers with existing staff associations—the big general unions set up their own special associations designed to pull in the unorganized white-collar millions. The transport workers set up ACTS, the General and Municipal Workers' Union established MATSA, while the engineering workers forged amalgamation links with the draughtsmen—now the fast-growing technical and supervisory section of the union.

In addition, the white-collar Clerical and Administrative Workers' Union underwent a chameleon change to become the broader-based

Association of Professional, Executive, Clerical and Computer Staff (APEX). At the old power station managers' union, EPEA, the higher end of the scale, changed itself into the Engineers' and Managers' Association before moving into executive recruitment.

As might be expected, such a proliferation of unions all competing for a finite number of potential members has brought its own problems. Sometimes the hapless office worker can only stand back and let them fight it out. But secret ball games conducted either internally or by outside agencies such as the Industrial Society or the Government-established Advisory, Conciliation and Arbitration Service, ACAS, is now becoming customary so that the professional staff for one union against another (or, in some cases, for no union at all) is clearly established.

In these circumstances it is not surprising that it has been decided whether the professional staff should be "poached"—the Bridlington Agreement—have come under considerable pressure and are now the subject of litigation. The High Court has ruled that the TUC has the right, as well as the power, to exclude certain unions from areas of industry, commerce and the services where they have had no previous tradition of organization.

The task of persuading office workers that they belong in a union is not, however, as easy as Mr Murray might have us believe. Mr Frank Dowling, director of the City of London and Banking, says: "Most people join a union for insurance, so that they can turn to someone for help and advice."

"Then there are the uncertainties that arise from takeover bids, when whole companies are merged and traditional names are obliterated, while staff are transferred like house-slaves from one company to another, with consequent loss of promotion opportunities and pension rights."

"The introduction of job evaluation into the white-collar field has also caused great dissatisfaction, particularly in areas like banking where the 'grace and favour' system prevailed for many years, and merit awards were payable annually or biennially provided staff kept their noses clean named pay restraint as another 'wager' towards unionization, and raised the curtain on the objections that trade union officials come across at mass recruiting meetings. 'Am I like to be called out on strike?' is the first question, hoity fol-

lowed by: 'Am I likely to be called out on strike in support of other groups of ASTMS members?' To those questions Mr Dowling can give an honest "No". The next point of enlightenment is the political levy; no, they do not have to pay it.

And while in the past staff associations have seemed an attractive halfway house between having no union and going the whole TUC hog, the pressure against such bodies is building up. Mr Roy Grantham, general secretary of APEX, says: "Small isolated staff associations cannot realistically hope to compete against the professional resources and back-up facilities of established unions like APEX. Their days are numbered."

Over the past year, APEX membership has risen from 144,579 to 153,240, and the union has scored two major successes on the merger front. The 4,500-strong AA Staff Association has become a section of APEX, and a merger of a Hawker-Siddeley managerial association at Brough have transferred en bloc.

"We are holding discussions with a number of other staff associations with a view to their merging with APEX, or becoming a separate section within the union", Mr Grantham said. "APEX is recruiting rapidly among managerial and professional staff, as senior staff increasingly wake up to the fact that their status and salary position have been eroded by advances made by other groups of staff through collective bargaining and union representation."

The latest challenge to the unions comes from the micro-electronic revolution which, through inventions like the silicon chip, threatens to reduce substantially the need for office workers. APEX has set up its own working party to study the impact of the new technology, and Mr Grantham insists: "APEX is not approaching a micro-processor as latter-day Luddites."

"Our view is that positive gains can result from the revolution which will take place in office techniques in the next decade. Our policy is that white-collar staff should, by 1988, work a 30-hour, four-day week. This will help to counteract any impact by the new technology on employment levels."

Clearly, the unions intend to keep up with the pace of technological change, while sustaining the pace of the social change they have already begun by organizing the teeming populations of our offices.

The author is Labour Editor, The Times.

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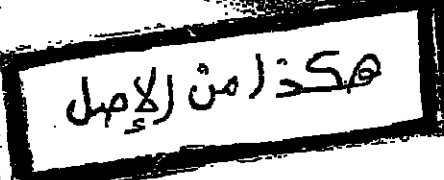
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## A revolutionary figure turns to routine

by Alan Grainge

At this stage of the electronic revolution in the office there is available to managements and consultants enough information about the human factor to enable them to plan correctly in anticipation of the kind of problems that may arise. Computers are no longer new and miraculous; they are taken for granted and they are even used by people who are not too good at adding up a column of figures.

But computers began the major technological revolution in the office and experience of their effect on the people involved is already proving to be relevant and valuable to those concerned with another major phase in the office revolution: that caused by the developments in handling written material. These developments are known by the people nearest to them as word processing technologies.

It is generally acknowledged that word processing is one of the main features of the office revolution and there are some noticeable parallels with computers in the impact of the new technologies that are being introduced. The basic hardware in WP systems is the typewriter with a memory. Text which is stored on discs, tapes or cards can be reproduced quickly and stored information can easily be edited and revised. Like the development of the computer, WP combines a specific type of technology and an economic requirement for the best use of the technology.

As with computers, few organizations can afford to have their WP equipment idle and this has caused reorganizations within the office so that all typing work is made to flow to the expensive, high production machines. Such reorganizations clearly have a profound effect on the people concerned.

Attempts to make word processing cost effective often bring severe pressure on managements to rearrange work so that the stations where editing takes place are constantly busy. This will usually entail taking typing work away from some secretaries in the organization and often drastically modifying the existing relationship between secretaries and their immediate supervisors.

Many secretaries who have in the past worked for one executive are likely to be resistant to change particularly if they feel that some of their skills may no longer be used.

In addition the new flow of work often violates the autonomy of separate work groups so that the organization is faced with new issues concerning the division of work. These same resistant forces and issues followed the introduction of the computer.

Experts agree that many of the most effective changes that are being made by the introduction of word processing technology could have been achieved already. But, as with computers, it seems that most managements fail to identify the scope for change until the hardware is brought in. WP technology, for instance, is enabling managements to focus on streamlining certain communication processes and to bring order to a large volume of written work. All of this could have been done before.

In this respect a typical example is the way in which legal departments are finding it much more efficient to develop certain packages of constant paragraphs to be used in contracts and other legal documents. Other organizations have found that there are only a few basic messages that they send to their clients.

A further similarity between the introduction of computers and word processing techniques is that top management's basic reasoning behind the move is usually cost effectiveness and particularly the saving of the salary cheques of clerks and secretaries. But nearly every study on the subject has noted that the computer hardly ever caused a real reduction in the number of employees.

While there has been no direct loss of jobs the computer's effect on the number of employees has been to make it unnecessary to recruit the extra staff that would otherwise have been needed. In a similar way nearly all WP feasibility studies have concentrated on the reduction in work forces that is likely to be achieved but this has not been borne out by experience.

Any reduction in the workforce is usually more than balanced by the requirements for extra

administrative staff, technical experts and, especially, by the extra work that is generated by the new technology itself. However, it does appear that most organizations will be able to increase their work load, particularly in routine typing jobs, without a proportional increase in staff.

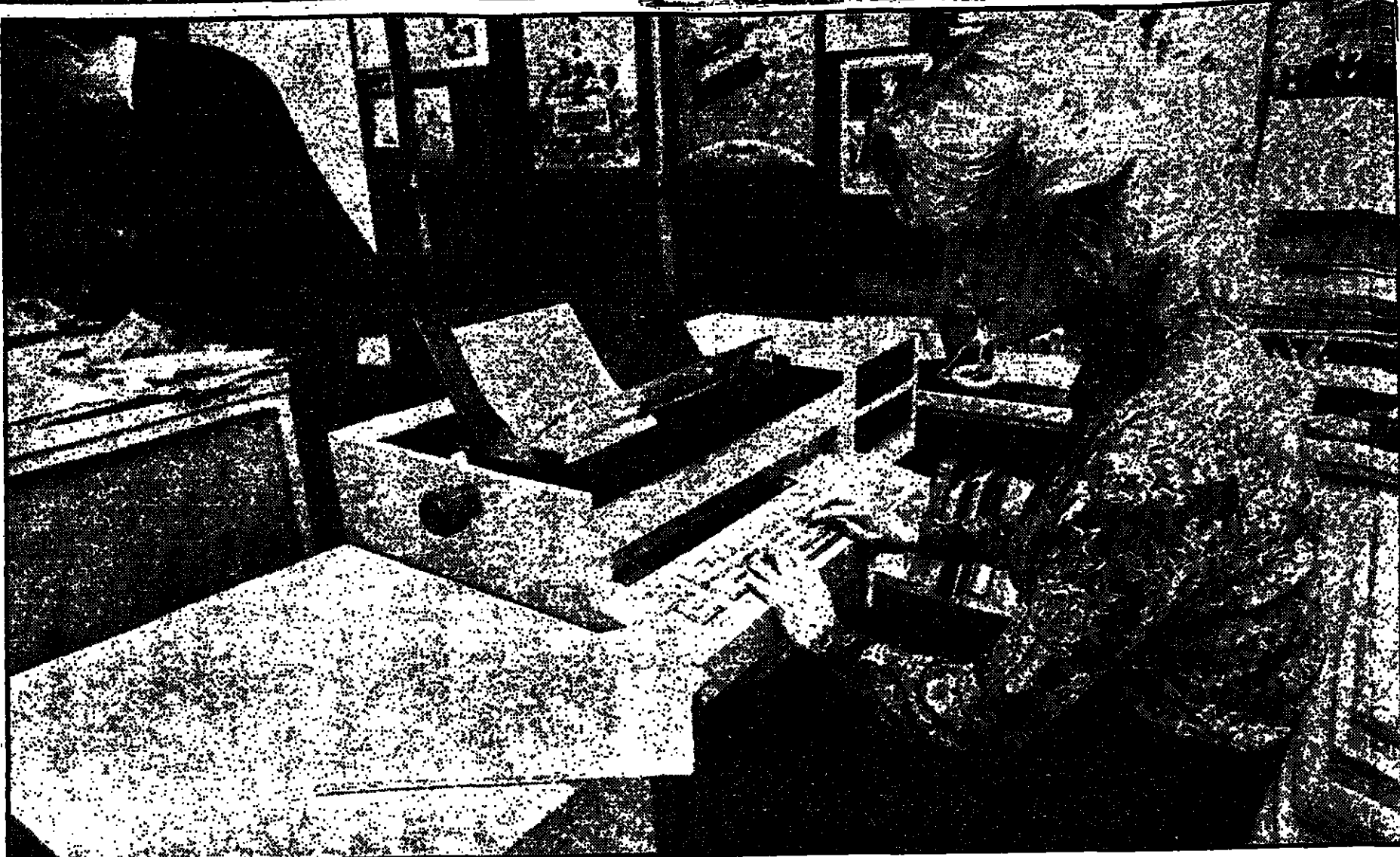
The introduction of centralized, decision units as part of the word processing revolution has been a major factor in increasing productivity and has also had an important impact on the human factor. Every short-hand typist knows how much time is spent in waiting for her boss to get ready for dictating a letter, waiting for him to think while he is doing so and waiting for him to finish speaking on the telephone in the middle of it all. By automating the dictation through a centralized unit this time wasting is eliminated.

A centralized system simply means giving all executives access by telephone to a typing unit. When the executive wishes to dictate a letter he dials the appropriate number and receives an audible signal to start dictating. The executive no longer has a personal secretary and surveys have shown that significant improvements in productivity can be achieved by this method.

There is also an improvement in the typist's attitude to her work for most personal secretaries find the waiting and the boredom of having nothing in particular to do the hardest part of the job to endure.

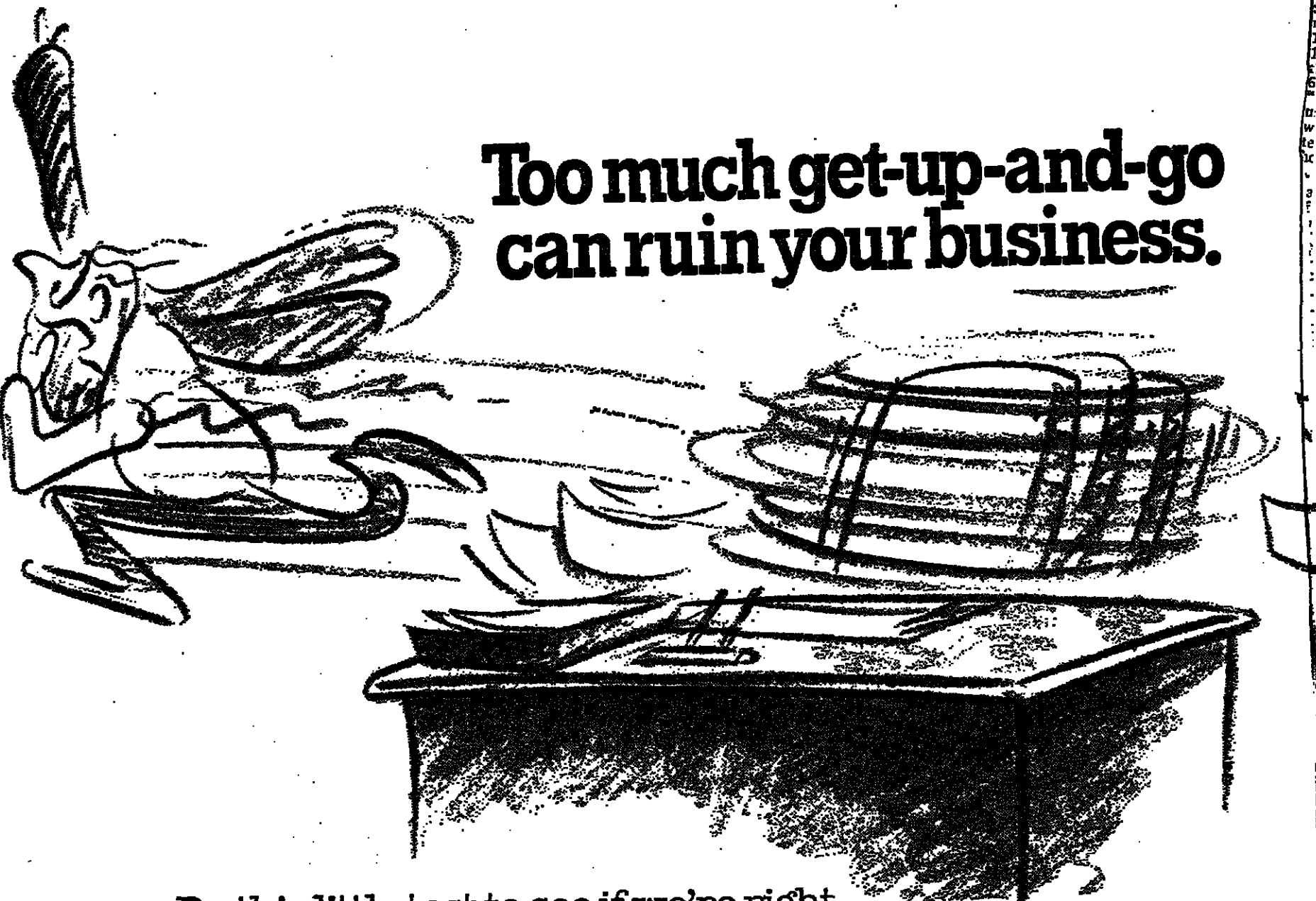
One survey of typing productivity has shown that the average secretary produces barely 76 lines of type in one day. With a centralized dictating unit, however, a typist can average at least 600 lines a day and show an improvement in production of more than 600 per cent.

The introduction of word processing technology, however, requires executives to accept ideas about sharing the work force. It also creates jobs different from those that existed previously and establishes a new relationship between the secretary and the executive. In most installations word processing requires real changes in work habits, particularly in terms of delegating work and anticipating certain requirements and in switching to some form of electronic dictation.



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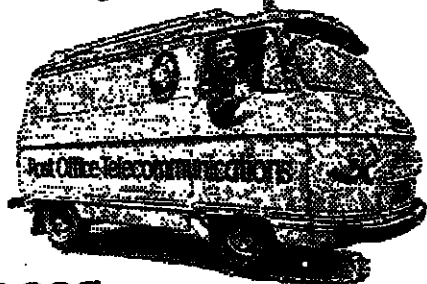
Others will tell you they were driving to a client, or checking a consignment had arrived.

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## Job hopping clears pay barriers

It has been estimated that at least 20 per cent of an office worker's salary can be taken up in the cost of replacement. This includes the costs of advertising, recruitment, selection and training. It provides a powerful reason for management to try to minimize staff changes. But this is not easy. The Government's restrictions on pay increases have persuaded many people to move on as the only way of achieving a substantial salary increase.

What has become known as "job hopping", however, is not caused solely by the pay restrictions. A survey carried out recently by the Alfred Marks Bureau shows that there are other reasons although the answer "to obtain more salary" was still given by about a third of those asked. But at 28 per cent it is lower than the previous survey which showed 32 per cent giving "more money" as the reasons for changing jobs.

The Marks survey points out that the more we know about the motivation of staff to change their place of employment the better equipped will management be to slow down the rate of turnover. The cost of replacing an employee is considerable. The British Institute of Management estimates it to be a minimum of 20 per cent of salary.

Furthermore, the disruption caused by a key member of the workforce leaving can affect the performance of other members of staff. We know from research that there is rarely one reason for an employee deciding to move. It is a combination of reasons and circumstances.

Causes fall into three main categories—financial, domestic and personal, and office management and conditions. Money is still the principal motive for job changers but wish for a complete change of job category, "require different working hours" and "to work locally" have all increased in popularity, notably over "boring routine duties" and "to improve status". Mobility of staff—obvious desire to follow "hands" and also, today,

wives' change of jobs—will always account for a high percentage of staff losses.

The increase in respondents listing "require different hours" is proof of the successful introduction of flexible working hours. Certain reasons for changing jobs will always exist and have shown little change over the past six years. These include moving, working relationships with colleagues, working conditions and even equipment within the office.

Summarizing the findings of its survey the bureau says: "Staff turnover is essential to a healthy commercial and industrial society: change is important for all of us. At the same time, staff replacement is a costly overhead for many companies and a regular flow of secretarial and office staff can be highly disruptive in terms of both morale and efficiency."

The significant development compared with earlier research is the growing demand for better prospects and promotional opportunities among all grades of staff. Career expectations are higher among secretarial and clerical staff than before. When opportunities for job development are not provided employees will move.

But the relationship between personal stress and an unsettled attitude to work is very strong. Employers who practice some form of regular job evaluation or assessment system for their non-management as well as for their executive staff are more likely to be able to help to avoid job frustration.

It seems clear, however, that people will continue to change jobs to earn higher salaries. But the longer-term danger for the business community is the fact that "good secretaries are more and more in a sellers' market."

The decline in teaching or learning standards combined with the continuing climb in the demand for trained office staff, the survey says, must produce an even more unhealthy balance of jobs to employees.

One reason for the high

rate of job changing is the readiness of many managements to accept temporary staff. In central London, particularly, there is a phenomenally high number of temporary "secretaries" who frequently stay no longer than two or three months in the same job. For many managements this has proved an expensive experience. But apart from the occasional need to employ a "temp" in emergencies or for holiday relief, managements who adopt a "permanent temps" policy have usually only themselves to blame for being too lazy to recruit properly.

It seems clear, unfortunately, that "temping" is here to stay. In another survey half the secretarial students questioned said they were considering temporary work at the end of the course. This was found to be encouraging on the grounds that it revealed an element of responsibility representing today's students and tomorrow's office staff.

The reason for this acclaim was that most of the students had given as their explanation for deciding to temp: "To gain office experience before taking up a permanent job". That "office experience" usually entails taking three or four office jobs in the first year which, quite often, the same number of paid holidays. Many managements have cause for regretting having donated such "experience".

It is true that many temporary office workers take permanent positions if only for the benefits, such as pensions, provided. Company policy, too, may require staff to join on a permanent basis.

But while there is little risk of the disclosure of confidential information in a rapid turnover of lower-rank office staff, it can be a factor when middle management and above change jobs within the same industry. Such losses could formerly be avoided by a company's ability to buy an executive's loyalty. But the pay guidelines make this difficult.

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by Alan Grainge

In a survey of the way in which 400 companies in Britain have improved staff benefits in the past three years the British Institute of Management has shown that a number of factors have played a part. But the survey shows that over the past year or so the most important single influence on the development of benefits policy has been the Government's pay guidelines. Despite these restrictions, however, about half of the companies involved in the survey have made additions or improvements to staff benefits.

Many of the improvements, as the BIM points out, have been caused by legislative changes during a period of increased state intervention in conditions of employment. To a large extent, too, this trend has reflected the development of more advanced management techniques and changing social values. It has also been influenced by European practice where harmonization of conditions of employment has been a prominent feature of EEC policy.

It is also evident from the BIM survey that the Government's pay guidelines have been an important factor in persuading 48 per cent of the companies investigated to make what they describe as major changes in their benefits policy. Easily the most important of these additions or improvements are to be found in pension schemes and holiday entitlements.

Prominent among other forms of improvement to staff benefits are sick pay, medical insurance and company cars. But other forms of benefits are becoming more widespread. These include: season ticket loans, life assurance, flexible working hours, subsidised meals, business travel insurance, share options, bonus schemes

and luncheon vouchers. Although luncheon vouchers are among the least used of the benefit schemes mentioned in the BIM survey they have, in fact, become quite a common and by no means despised way of rewarding even highly paid executives, particularly in the City.

In detailing some of the schemes devised by companies to reward their staffs the BIM survey makes the point that "many of these demonstrate considerable ingenuity in providing very attractive benefits often at little cost and within the pay guidelines". Company size has apparently had little effect on the decision to make changes, but where changes have occurred, they appear to have been more prevalent in the sectors of food, drink and tobacco, insurance, electrical engineering, printing and publishing and holding companies.

A selection of benefit schemes which have been introduced gives some indication of the scope and the ingenuity employed. Various managements said that they had:

Introduced share option schemes, harmonized pension schemes and introduced long-service holidays; Improved accident insurance, provided lump sum death benefits and introduced better provision for widows as well as a number of sickness schemes and improvements in redundancy provisions;

Introduced contracts with three-month and six-month periods of notice for senior employees selected by management; flexible working hours for certain offices; four weeks' holiday from initial engagement.

Improved relocation packages and increased the value of luncheon vouchers from 15p to 50p a day; Improved pensions and introduced a generous redundancy scheme; Increased allowances roughly in accordance with the cost of living;

Extended notice either side from one month to three months for all staff; Introduced season ticket and house purchase loans; Granted maternity and paternity leave;

Introduced mortgage subsidies and increased holidays from 15 to 17 days for clerical staff;

In fact, all I got from that newspaper was a pair of water-tight swimming trunks (several sizes too small) and some water wings (in case I could not swim). In fairness to the news editor of that great organ, I should add that he signed, without question, a very comprehensive expenses claim which appeared to involve drinks for the entire entourage of that year's Australian challenge for the America's Cup.

Randy Sandy, with whom I shared an office once, claimed his secretary as a fringe benefit. It worked quite well until the company secretary observed drily that six other members of the editorial staff were also claiming her as a fringe benefit. He intended to put a stop to it, but unfortunately was seized with the lady in question taking a little supper at the Savoy Grill. She immediately became tax deductible to eight.

Now that the ubiquitous term "fringe benefits" has become part of the standard office lingo, I am surprised that Mr Healey has not cottoned on to the fact that this is how employers get round the restrictions of wage restraint. An accountant tells me that a company car can be worth as much as £2,000 a year — which is very nearly 10 per cent of my salary and what about phase three now, Chancellor?

As perks of the job go, that is a country to a country journalist's friend of mine in both tax deductible and superb one-upmanship. He threatened his editor that he had an irresistible offer from an American magazine. The editor could not match the offer so he proposed throwing in a company car. No, said my chum; he already had a company car.

The wily editor then remembered that the reporter's wife had recently gone all conversational and did her shopping in the market town not by car, but aboard a smart trap pulled by a pony. She said it saved money, did not cause pollution and the manure did wonders for her prize roses. Besides, her neighbours had only two cars in their three-car garage. They looked with envy at her Lancia, Mimi and trap.

So the editor offered the chap a bigger and better carriage than the two-wheeled trap. He suggested a brougham. The journalist's wife settled for a Surrey. No one in the office dared mention that this really was a Surrey with the fringe on top.

## Staff benefits bloom in place of more pay



Loans for houses such as these are among expanding benefits for company staff.

Increased benefits in general by approximately 80 per cent;

Related pension payments to salary during the final year instead of the last three years; introduced a more liberal policy on the allocation of company cars; doubled the annual staff party allowance to include wives or husbands and friends of single employees; extended car allowances or loans from senior managers to top layer of middle management; extended executive loans (25 per cent of salary) to middle management.

Improving pay while remaining within the Government's guidelines has provided scope for some management innovation. This has involved altering the job title of certain individuals and has been a method much favoured by many medium-sized and smaller companies. An office manager, for instance, may be translated into, say, Home Counties area manager at a higher salary and with only a nominal, if any, addition to his work load or responsibilities.

In addition to making company cars available to employees lower down the executive scale some companies have extended this benefit by arranging to buy the employee's garage on a "lease-back" basis.

Among the lower paid, it has become fairly common for companies to offer free

transport to and from work. Productivity arrangements to, have been introduced in many cases these amount to no more than offering bonus for getting to work on time.

It is usually difficult to measure office productivity, however, and such bonuses probably move accurately fall into the category of "loyalty agreements". However, where loyalty agreements, as such, have been attempted in the form of offers of bonuses to staff stay on for a certain length of time they have been adjudged to be contrary to the Government's guidelines. On the other hand, firm which have converted pension schemes from contributory to non-contributory, a staff incentive, have been allowed to do so.

The question of whether one scheme of benefits will satisfy the Government's guidelines or whether another will fail the test has created a new breed of remuneration specialists. In fact, they are themselves becoming a benefit in the form of advisers to company executives on arranging their personal finances.

They have already made an impact, however, on company attitudes towards offering staff benefits. The BIM survey points out that only 22 per cent of all companies regularly calculate the annual cost of the benefits they provide. But it is noticeable that all those companies employing remuneration specialists do so.

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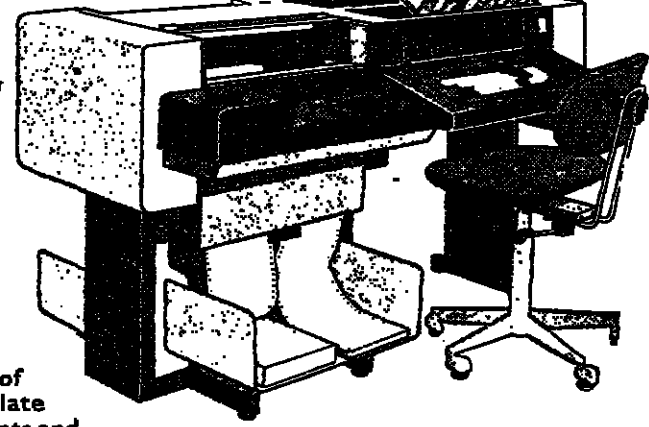
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## Getting the prices off pat

by Diana Patt

Since Britain's entry into the EEC, one of the chief complaints of supporters and opponents alike has been that pay in the United Kingdom lags far behind that of the other countries within the Community. A second complaint is that skills in Britain are undervalued.

Both these factors are substantiated in the Confederation of British Industry's survey and guide to West European living costs, which covers 15 countries, of which I have selected six for comparison. These are Britain, Italy, The Netherlands, West Germany, France and Greece.

For ease of comparison I have chosen, within the same medium-sized firm with a turnover of between £1m and £5m, a sales manager, a bilingual secretary and an unskilled worker. In the United Kingdom the salaries in all three ranges are not only lower than their counterparts in Europe, with the exception of Greece, but there is a much smaller gap between the salary of the unskilled worker (£66 a week) and the sales manager (£516-£713 a month). More surprisingly, the unskilled worker earns more than the bilingual secretary who is paid £55.50 a week.

In Greece payment for the sales manager and the secretary is approximately on a par with Britain, but the unskilled worker's pay falls far below, at £29 a week. The highest middle management salaries are paid in West Germany, where the sales manager gets £1,344 a month, France, £1,267, and in Italy which has a range of £830 to £1,481.

Payment is also made for skill in other countries, as is shown by France where the bilingual secretary receives £109 a week as opposed to the unskilled worker, £73; and in West Germany, where the secretary is paid £159 a week and the unskilled man £104.

However, it is Britain with its tradition of building societies and home ownership which scores in housing. Houses are substantially cheaper than their counterparts in the five European countries compared. A detached house with three to four bedrooms, central heating and in a good area costs on average £45,000 to £50,000 in the United Kingdom. A similar house in



Shopping without a smile: food prices have risen sharply since Britain joined the EEC.

The Netherlands would cost the enormous sum of £137,000 and in West Germany £61,000 to £97,000. In Greece, which has no tradition of building societies and where bank loans play a part in buying homes, the cost of such a house is most expensive of all—£217,000.

Hotel rooms have risen substantially in cost in the United Kingdom in recent years, and are now the highest of all the countries looked at. A single hotel room of the Sheraton type with bath and continental breakfast now costs the unfortunate tourist to Britain £45.70 a day, as against £29-£37 in West Germany or £27-£36 in Italy.

Most British housewives

know that their food bills have risen substantially since joining the EEC, whether because of Community trade barriers and protectionism, or because of rising world prices. However, it seems the British housewife will buy much less for almost all commodities than does her European opposite number.

For example, one kilogram of best steak costs her £3.50, but the same quality steak in The Netherlands is £9.16 and in West Germany £6.84. It is cheaper only in Greece (£2.47). Eggs in Britain cost about 50p for 12 as opposed to 68p in France and 63p in West Germany. Butter in Britain is £1.21 a kg as opposed to £2.20

in The Netherlands and in West Germany. Butter in Greece, however, is £2.13 a kg, and must be a luxury out of reach of the unskilled worker earning only £29 a week.

Clothes also are cheaper in Britain, with a man's good quality two-piece suit costing £50-£60, as opposed to up to £149 in The Netherlands and up to £119 in Italy and £116 in France. An off-the-peg summer dress for women costing up to £18 in the United Kingdom can cost as much as £55 in The Netherlands and £35 in France. Clothes in Greece are only slightly more expensive than in Britain.

Transport costs are more difficult to quantify, but British motorists pay 19p a litre for top grade petrol as opposed to Italy, where petrol costs most, at 30p a litre, and Greece, 25p. In West Germany, where prices for most commodities are high, petrol at 22p is the second lowest.

Train costs in Britain vary depending on the length of the journey, but commuter fares in and out of London appear to be substantially higher than Italy's 1p a km, or France's 2p.

The cost of sending a letter by first-class post in Britain at 9p is still cheaper than elsewhere in the EEC where such a letter costs 13p in The Netherlands and 12p in West Germany.

British electricity costs are average, and annual telephone rentals (£36) compare favourably with West Germany's annual rental of £94, or France's £56. Only Italy's annual rental is less, costing £18.07.

But perhaps the greatest leveller of all is sport, and this is open to be enjoyed by a far wider range of income groups in the United Kingdom than anywhere else in the Community.

The average British annual golf club subscription is £95, and the annual tennis subscription £40. In France the golf subscription is £573 and tennis £165; in Italy golf is £296-£356, and tennis £356. Costs for riding and entry to swimming baths are also proportionally lower in Britain.

by Eric Fordham

Word processing, the technique for quicker and more efficient production of letters, reports and other documents, is one of the business equipment industry's fastest developing technologies. In only a few years the basic automatic typewriter recording text by punching paper tape has become the video terminal system recording on the ubiquitous floppy disk, and printing out via daisy print wheels, ink jet and laser beam.

The demand for the new technology, however, is less certain. Fewer organizations than the innovators hoped for have so far adopted it.

The principle of the word processor is that the basic typewriter is added a memory and a level of intelligence which varies from system to system. Some word processors store text on magnetic cards, and others on cassette tape or magnetic disk; while the intelligence, better known as the software, can range from a powerful program of formats and file control to simple editing codes.

The addition of the memory gives the typewriter tremendous new potential. True, the letter or report has first to be typed or key-captured, but once the text has been recorded the basic mistakes or literals can be corrected at the time of writing, or later on playback; sentences or paragraphs can be changed at will, and when all the amendments have been made the perfect result is typed out at high speed with no possibility of more mistakes. The typist's dream!

There are other advantages. The typist is able to produce the first draft at high speed, knowing that any errors can be easily put right. All or part of the text can be held on the memory media for replaying at any time. This was regarded as one of the first great advantages of the system by companies which have standardized letters for use by their legal departments, sales teams and customer liaison clerks.

The technique is known as "boiler plate" typing, because of its repetitive nature. But as the equipment has developed, so too have the text production techniques

## The intelligence of the latter-day typewriter



Modern methods: a Rank Xerox 850—word processor.

such as automatic compilation of telephone indexes, personnel records and stock lists.

In the earlier days IBM, with a variety of magnetic card or cassette systems, built up an impressive customer list. But the development of other printing heads also led to the introduction of competitive systems using magnetic cards, cassettes or punched paper tape.

At that time the magnetic media systems were favoured for office purposes, while the paper tape systems were more acceptable to the research or engineering departments which produced the longer reports. The introduction of the "floppy disk", the magnetic record-

ing disk with its advantages of both quantity—140 A4 pages—and access to any part in fractions of a second, changed all that.

The other big change in word processing came with the introduction of the video screen, which showed the text as it was being keyed in, rather than seeing it printed on paper. Although the screen became available in two forms—the "thin window" which was an electronic display of about 30 letters or characters, or the television type screen which showed 20 or more lines at a time, as well as all the special codes indicating the format being used—the real advantages were not obvious.

The video facility meant a leap forward for the typist, for no longer were there delays while a fresh sheet of paper was put in the printer. Corrections were a matter of a few keystrokes, which changed a character or eliminated a whole block of text. In retrieval a report of several thousand words could be scrolled through the screen in seconds, faster than the fastest printer.

The screen facility also meant that keying in became a totally separate function from printing out, which in turn meant that the more lengthy typing process could proceed while the printer was occupied in turning out approved letters or reports.

In a totally electronic system dictation might be checked by the author on his visual display unit in his own office. Once checked the text can be sent to its recipient over a telephone line to be printed out rather like telex, or held on a local magnetic store until it is needed. This is, however, in the future for the many potential users who approach even the basic system with some trepidation.

There is no doubt that the automatic typewriter can bring more efficiency and productivity but a number of important factors must be kept in mind. First, introduction of the system does bring changes in the office organization, some unwelcome unless careful preparation is made. Well publicized claims that word processors lead to a reduction in staff do not foster good staff relations.

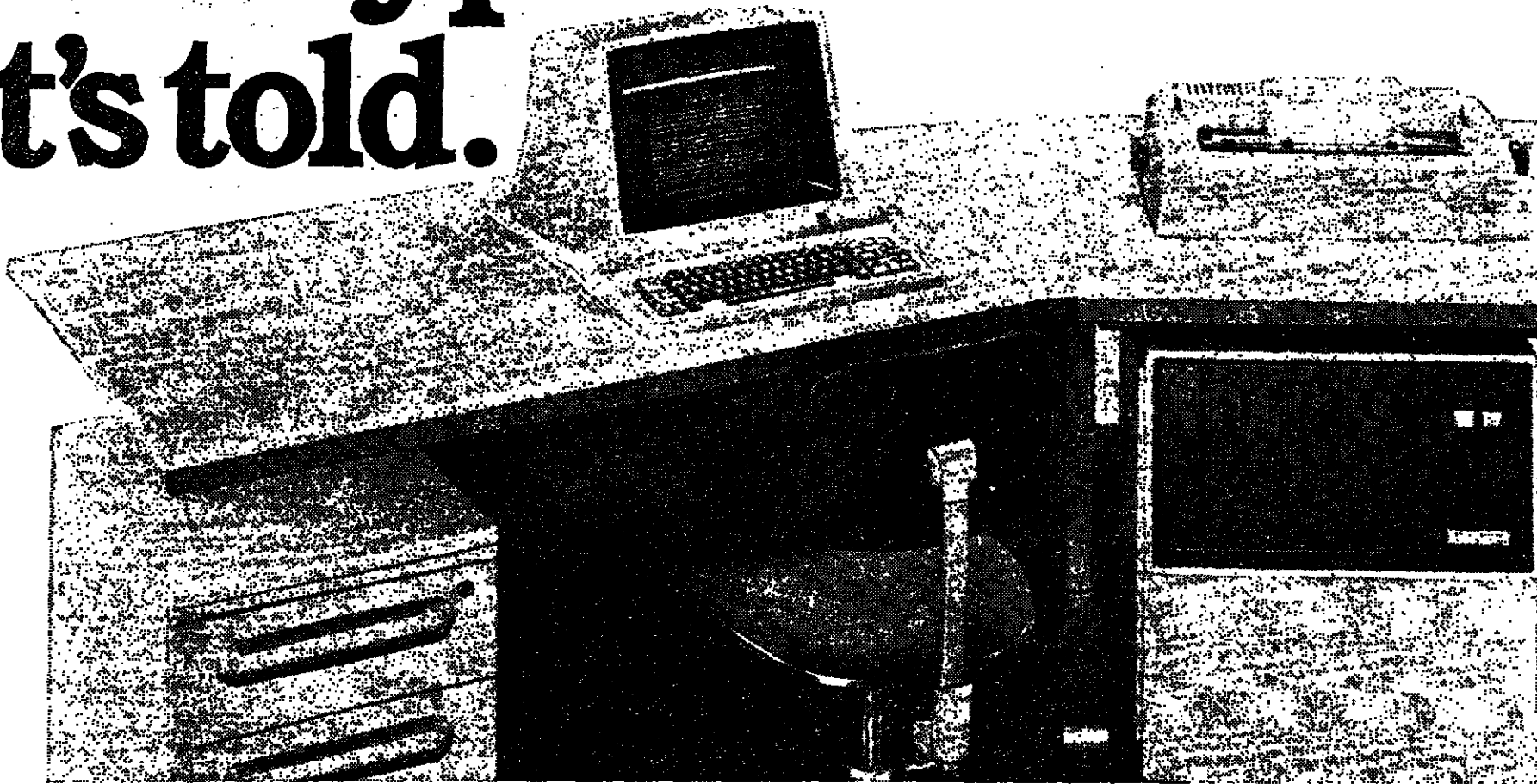
Before a word processing system is selected the present position should be clearly set out. This includes a detailed log of work in and out, in terms of words, lines, pages or key depressions. At the same time the objectives should be stated. Although cost effectiveness is the most frequent reason for making the change, the automated system can also help in recruiting, and in meeting abnormal work loads and even particular editing requirements.

The range today of such systems is wide, more than 40 suppliers offering 80 or more choices. The latest comes from the Philips business equipment division, and is the P5002 screen based on a word processor using two floppy discs and a particularly powerful retrieval, file management and editing program.

In addition to all the normal features for input and printing, the P5002 can arrange text in store in any required order, sort names on lists and locate names or words. It can contain a library of text blocks or words peculiar to certain industries which are difficult to spell, and it prints vertical or horizontal continuous lines to order. It is capable of limited arithmetic operations, and has a mnemonic keyboard command system.

The author is Managing Editor, Business Equipment Digest

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## Competition the life of trade but the death of business

by Bob Leigh

It may be that competition is healthy although, like sex and exercise, probably only in moderation. This certainly appears to be the case in this country where, as the American journalist and economist Bernard Nossiter points out, it is the life of trade but the death of business.

If tradesmen want to get on the raw alcohol of competition and indulge in a bit of both that is their fair, but businessmen refer to shake hands over the deal.

The fact is, as Nossiter observes, that British manufacturers and executives are free from commercial pressure and probably enjoy the most concentrated markets in the world.

The 100 largest companies in Britain control more than 50 per cent of total factory output, while the equivalent in America is only 33 per cent. In Germany even less. This provides comparative security for many executives in Britain.

Competition does exist within British companies though usually at a subtle and fairly discreet level. The sizes to be won have more to do with face and security in power.

The competition is normal at a departmental level with the various heads manoeuvring their armies delicately into position like generals who appear to be

vaguely horrified about what actually happens on the battlefield. The more direct struggle for positions between senior individuals of the kind depicted in films, is frowned upon in most organizations.

The larger a company becomes the more, apparently, it discourages rivalries. The tendency in any firm large enough to have a departmental structure is to prefer peace and the absence of friction to animation and enterprise.

The most intelligent guide to office politics I know, Joseph Heller's remarkable novel *Something Happened*, describes executives in his fictional company as being encouraged to revolve around each other eight hours a day, like self-lubricating ball bearings, careful not to jar or scrape.

But, of course, there is more to it than this. The cunning senior executive knows the rules of the game. He never puts on the gladiator's clothes himself. He makes sure that his department has sufficient importance within the structure since this reflects credit on himself.

At the same time he shrugs modestly at any suggestion of success by declaring that it is the ingenuity and efficiency of those beneath him. It fools nobody but neither does it cause any jealousy or resentment.

The two principal tactics he will use in this situation concern the size of his department and the budget. It is not uncommon in advertising agencies, for example,

erates more special pleading than anything else. It is important to aim for the highest possible amount and then for annual increments. The fatal error is to seek for approval by economizing and accepting a reduced budget. It will be difficult to get it raised in following years.

Nor is there necessarily any discernible logic in who actually controls the budget and who spends the money. I know of one large financial company which has an advertising appropriation of several million pounds. Since advertising is regarded within the company as a low priority activity the budget has to be monitored by an entirely different department.

The result is a situation where the people who commission work are not allowed to authorize expenditure and those who do know absolutely nothing about advertising.

Technology and automation have accustomed us to thinking that service and administrative staff will increase while production people will decrease. This mirrors a social situation where bureaucrats are becoming the largest single work category. It may be, however, that this tendency is at least partly because of the astuteness of managers in extending their own territory.

Nowadays this tendency can even be observed in many service organizations. It is not uncommon in advertising agencies, for example,

for the creative people who produce the advertisements to be kept to a minimum while those who spend their time writing documents to each other trying to explain what is going on, grow in numbers.

The other problem departmental heads have is trying to keep the people they employ occupied and happy. The defection of even one member of the staff to another department is as serious as the loss of a client to a bank manager. The difficulty of keeping people occupied requires considerable ingenuity, and many executives have risen far by developing this particular skill.

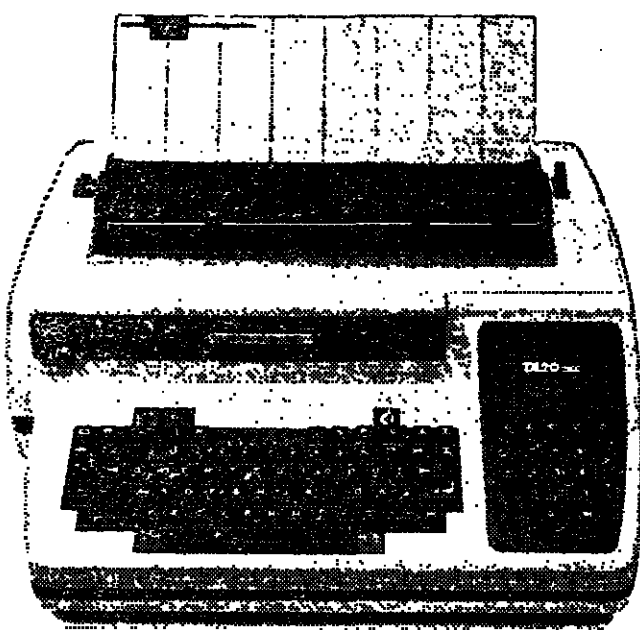
When it comes to salaries and perks the problem is compounded by the various pay codes. The new White Paper sets a maximum of 5 per cent total increase in average earnings and stipulates again that any improvement in conditions of employment, such as holidays, hours and fringe benefits, must count towards the level of settlement.

It is all a game, of course. The only real decision for senior management is whether to allow departmental competition or not. It is probably better to encourage it quietly behind certain rules are obeyed. After all, any sane person knows that there is little job satisfaction in many offices and that most people are bored. A certain amount of aggravation is likely to be useful.



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## Far fewer unskilled jobs for school leavers

by Bob Doe

The basic skills required by young office workers are much the same as they have always been. The real difference is that many more young people are required to have them. Employers are much more dependent on workers who can communicate and calculate with confidence and this brings into question the standards achieved by many school leavers.

The question is not whether these standards are any better or worse than they used to be. That would be difficult to establish as there are no reliable records of past standards. What matters is whether schools today are equipping young people with the English, maths and other essential skills for a full and effective adult life. And it is by this standard that schools are failing many of their pupils.

Technological advances have meant that there are now far fewer unskilled jobs requiring little or no education. The tremendous growth in bureaucracy, and in the service industries like banking and insurance, means that there is now a much higher proportion of white-collar jobs. The growth in the number of building society branch offices, for instance, has almost transformed the frontages of many high degree streets. Greater advance-

ment in distribution, stock control and accounting techniques has made even a job such as lorry driving semi-clerical.

Coinciding with this much higher demand for clerical skills, the wider opportunities open to the more able in further and higher education mean employers are increasingly recruiting from among the less academic and least successful school leavers.

This has given many employers the impression that educational standards have seriously deteriorated, often apparently confirmed by worsening performances on their selection tests. A House of Commons Select Committee looking into the attainments of school leavers heard last year that about one in nine did not have the mathematical competence of the average 11-year-old and that about three in 100 could not read.

These complaints are not restricted to the least qualified. Even universities complain about poor standards of literacy among undergraduates. But as the MPs say in their report, the real problem is not so much those children who in the past would have taken skilled jobs and thrived on them, because many still do precisely that.

It is rather the person who in earlier times might have taken one of the many restricted to the least qualified: or semi-skilled jobs requiring a reading age of 10 and little else who now embarks on training for a much more skilled job requiring a reading age of 16, a variety of mathematical skills, good ability to communicate and a high degree of mechanical aptitude.

"Rapid developments in our more complex technological society have produced the demand for educated and skilled manpower and we do not yet appear to have mastered the art of adequately preparing sufficient numbers of school leavers to make a flying start in such a career."

There are many reasons for this mismatch between the needs for working life and the skills schools concentrate on. Not the least of them is that schools have concentrated on academic values and have tended to look down upon practical skills. That many of these deficiencies are soon made up for in the remedial courses that have become a feature of many vocational training courses shows that such skills are not beyond these young people, though perhaps they need to be spurred on by being shown their vocational relevance.

So serious is the poor standard of mathematics teaching now that Mrs Shirley Williams, the Secretary of State for Education and Science, has set up a special inquiry to look into it. A chronic shortage of well-qualified mathematics teachers is part of the trouble. Poor foundations to the subject laid in primary schools have been blamed too. At one point, more than 40 per cent of the students training to teach in primary schools did not even have an O level in maths, and these were the very people expected to introduce the subject to children.

There are disagreements also about what should be taught, and how. Early versions of "modern maths" put less emphasis on the

basic four computational skills, although the original purpose of this innovation was to make mathematics more understandable and therefore more applicable. Even the now ubiquitous electronic calculator does not relieve the operator of the need to be able to estimate roughly the correct answer as a check to accurate keying.

Teachers of English now give more emphasis to the more expressive and creative uses of language. Some do not share employers' high regard for correct spelling and punctuation or the formal conventions of letter writing.

The need for a good grasp of the written and spoken word is arguably the one area where considerably greater demands are now made on the young employee, with a wide range of messages, manuals, forms, instructions and communications to be coped with. The Select Committee of MPs called for more systematic teaching of the reading, writing and speaking skills. But teachers have a difficult balance to strike here.

To be articulate and to have other skills and attitudes like self-possession and confidence, initiative and reliability, are likely to be just as highly valued by the service industries dealing with people. These are not likely to be developed by slavishly working through formal English drills and exercises. Neither does tedium add to the tractability of the more reluctant students now forced to stay on in school to the age of 16.

It has to be said that employers have not always

made their requirements plain to schools, or have expected school leavers to comprehend highly technical or unnecessarily difficult language. But teachers for their part have reacted defensively to criticisms about the results of their work and there has been little useful exchange between them and those who employ their products.

So as well as setting up a scheme to monitor standards of maths and English nationally, the Department of Education and Science is encouraging local committees of schools and employers to discuss the essentials of the curriculum. One of the outcomes of such a scheme in Coventry is a system of basic skills tests to be given to every child in the city. These, it is hoped, will emphasize both the importance of such skills.

Improving basic skills is one of the aims of the Manpower Services Commission courses for school leavers unable to find jobs. Raising the school leaving age to 16 has not conspicuously improved such skills, but there are signs that new courses developed for the increasing numbers staying on in education often because they cannot get jobs, might be able to.

Vocational courses like the City and Guilds Foundation Course in Commercial Studies, devised in cooperation with the Royal Society of Arts examination board, have a heavy basic skills component. They seem to be all the more credible to young people because they make plain the vital part such skills play in a successful and rewarding working life.

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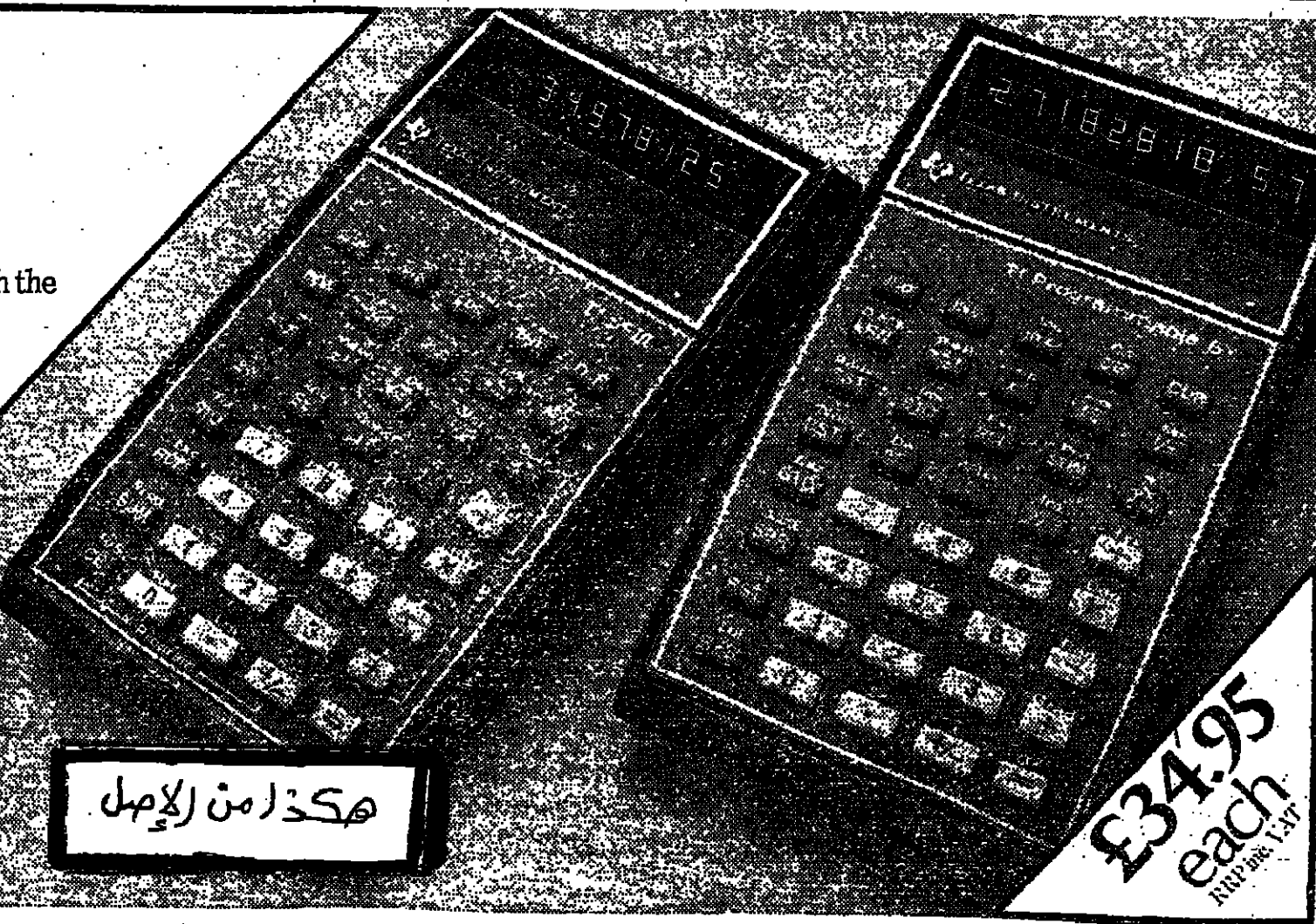
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## More help needed for disabled

by Lynda King Taylor

In industry and commerce there is too little perception of the needs of the socially and physically handicapped.

Since the passing of the Chronically Sick and Disabled Persons Act in 1970 there have been many improvements in extending help, such as better social security benefits and providing more aids, appliances and housing. Yet physical and social impairment is still widely regarded as a phenomenon likely to affect only a small part of the population.

In the United Kingdom among the population aged over 16 living outside institutions there are about three million with physical handicaps. This figure does not take into account those suffering from conditions such as chronic bronchitis, multiple sclerosis, rheumatoid arthritis or epilepsy.

When one discusses with employers "minority" groups within their organizations they mention racial trade unionists, religious fanatics and the disabled. Ask for the definition of a disabled person, and the reply is someone in a wheel chair.

Minority groups, in the sense of those suffering from disabilities, are in many categories: those with "locomotor" handicaps, affecting their mobility and manual dexterity; those with ailments such as blindness and defects in hearing, reading, talking and writing; those who have visceral disorders; intellectual and emotional disorders, ranging from mental retardation and impaired learning ability and memory; to psychoses, alcoholism and immaturity; invisible handicaps such as epilepsy, diabetes, migraine and asthma; and "averse" handicaps such as body defects and unsightly skin disorders. There is also senescence which is the various degrees of aging.

To this might be added groups, such as former convicts, long-term unemployed, older workers and members of one-parent families.

Although a firm with 20 or more employees has an obligation to employ a quota of registered disabled people, many of the groups mentioned cannot be registered under the Disabled Persons (Employment) Act. Some,

such as alcoholics, are unwilling to register. The Employment Services Agency estimates that only half of those eligible are in fact registered.

Many employers are unaware of some of the services provided by the Department of Employment and Manpower Services Commission. These include the school-leavers' employment subsidy, occupational guidance units, the Training Opportunities Scheme for disabled people, and grants for companies providing rehabilitative workshop facilities. The public relations departments of government agencies must share some of the blame for this ignorance.

The work research unit at the Department of Employment is investigating the needs of some people who are under a disadvantage. In some cases employers have to consider the possibility of modifying equipment or adapting premises. But prejudices and fixed views abound, such as that the deaf are all stupid, epileptics are insane, vertigo sufferers are homosexual, all women only work for pin-money, and former offenders cannot be trusted.

Various legislative measures and government services have made only piecemeal advances in challenging prejudices. Some companies have tried more than others to accommodate the disabled: the CAV organization of Lucas Industries is an example. One of their computer programmers has been totally blind since childhood. Some time ago I saw the Protected Work Centre at Vauxhall Motors which had about 60 people doing various kinds of light work. Some had heart disease, others nervous system ailments, others arthritis. Provision was being made for people who, without special facilities, would not have been able to work.

Much effort and consideration is needed in establishing a centre like this. For example, it should preferably be on the ground floor so that any severely disabled employees can be taken by transport to the entrance. Also ramps are needed instead of stairs, non-slip floors, audio-visual warnings, special handles in lavatories, and doors that open outwards.

All this costs money, but is repaid by the contribution which the workers make to a company's performance.

by Alan Grainge

If the average shareholder's concern for the welfare and remuneration of the office worker was related to the amount of office work that shareholders generate then it would be considerable. The volume of work depends on the size of the company. In the larger companies, certainly, there are office sections dealing with share registrations and with the issue of share certificates, dividend warrants, the dispatch of the annual report and accounts and other communications.

Attendances at annual general meetings, however, usually offer no evidence of shareholders' concern for the white-collar worker. Although the meetings are seldom attended by more than a handful of shareholders it seems improbable that most of them, who have neither the inclination, the time nor the means to attend, would attach much importance to the position of the white-collar worker. This is not really surprising. Most shareholders are primarily concerned with their own interests.

But if that is the position, it is not likely to remain so for much longer. The growth in the number of employee shareholders in the past few years can be expected to continue and even to accelerate. Indeed, the schemes for issuing shares to employees have received the approval of all the main political parties as well as the trade unions. Much of the credit for this growth in employee shareholdings must go to the wider share ownership movement.

The council, whose chairman is Lord Shawcross, takes the view that companies which have employee share schemes are on the whole more productive and more profitable than those which do not. This, indeed, has been shown to be the case in a major study carried out in America by B. L. Metzger and J. A. Colletti in which two samples of companies were compared. They were similar types and sizes of companies except that the first sample consisted of companies in which employee shareholding was significant and in the second

sample there were no employee shareholders.

The study was conducted between 1952 and 1969, during which the companies in both samples grew in earnings per share, market price and other accepted measures of performance. But the companies in the first samples grew faster.

It was found that at the end of the 18-year period the companies in which employees were also shareholders had increased their share market value nearly twice as fast as companies in the second group. The results of this American survey are generally in line with those of a survey carried out by the Confederation of British Industry which was published in April, 1978.

Although it is generally accepted that employee shareholding is desirable (the CBI survey showed that 86 per cent of British employees thought that industry would be more productive if employees had a stake in its profits), in practice a well-managed company which treats its employees fairly may postpone indefinitely the question of creating employee shareholdings.

If every company did this, however, the number of people in the community with experience of shareholding is likely to remain low. This is what has happened in Britain. It has been suggested that the resulting widespread misunderstanding of the role of capital in industry may be connected with Britain's low level of productivity compared with the United States and Germany.

According to the Wider Share Ownership Council only 3.8 per cent of British

workers directly own shares in British industry. While employee shareholding schemes are certainly increasing there is still a significant gap between the number in Britain and those in the United States, France and West Germany. The United States has by far the most experience of employee shareholding with about 200,000 companies voluntarily offering shares to their staffs.

Most of the growth in the number of share schemes in the United States has occurred during the past decade and it is now estimated that 20.3 per cent of Americans

of working age or above have a direct interest in shares. In France, President de Gaulle applied a similar system to companies with 100 employees or more and he also applied a modified version of it to nationalized firms such as Renault. The French percentage of direct shareholding was similar to the British figure 10 years ago but it is now estimated at 9.2 per cent.

In West Germany, there is a different system for employee capital-building at the place of work and 18 million employees participate in it. The initiative for this system came from a trade union

leader and there are now 260 agreements between unions and employers relating to employee capital-building. The German system is diversified but it has resulted in the percentage of direct shareholding rising to 7.2.

In contrast to these other countries Britain is relatively undeveloped in its employee shareholding. Although there are 1,000 top executive share schemes, there are barely 100 schemes for general employees and most of these are of a type which leads to only about 10 per cent of employees participating. The case for employees being assisted by the

company to become share holders was, however, made in an EEC Commission report two years ago.

"A new objective," the report said, "which is being increasingly adopted in member states challenges the traditional view of how profit should be used and distributed."

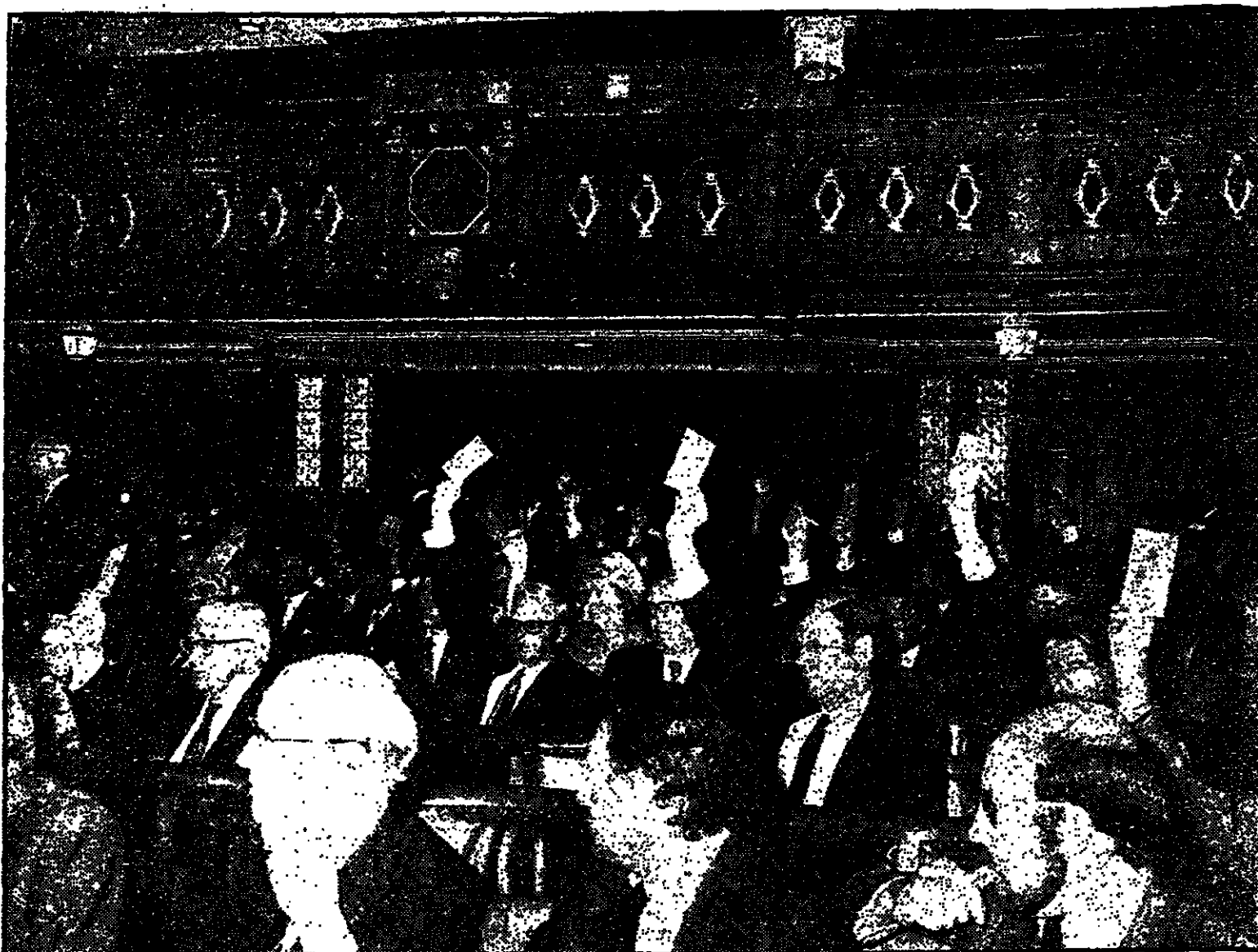
"Company profits have in recent years been increasingly reinvested in the business, both to accelerate the depreciation of assets and to finance growth. This has made it possible to cope with the requirements of technological progress and of obsolescence and at the same

time maintain a high level of employment."

"However, it is being ever more seriously questioned whether the resulting increase in self-financed assets should bring capital appreciation only to the existing shareholders, a situation which leads to the concentration of industrial shareholding—while employees of the company receive, apart from their salaries and wages, no share in this capital appreciation, though they have contributed to this growth of wealth and made it possible for the company to further its equipment programme. A general objective

of industry must therefore be to devise a better way of sharing out the results of productive enterprise among all the parties concerned." It is certain that employee shareholding schemes in Britain will increase. By experience in the United States, where such schemes have been running successfully for 60 years, shows that employee shareholding is unlikely to rise as high as 10 per cent of the issued share capital. That percentage, even as much as half of it would provide employee shareholders with a powerful voice in improving the working conditions.

## Employee shareholder firms prove profitable



Shareholders vote at a British Printing Corporation meeting.

## MESSAGE READS: 'SEND THREE AND FOURPENCE, WE'RE GOING TO A DANCE!'

It shouldn't have read anything of the sort, of course. It should have read "Send reinforcements, we're going to advance."

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## Computer systems are becoming more flexible

by Kenneth Owen

of the ubiquitous microprocessor.

By the end of last year, the annual computer census by Pedder Associates disclosed, the number of installed "mainframe" computers (as traditionally used in most central data-processing installations) had continued the fall first noted the previous year, reaching 4,633. The number of installed minicomputers had continued to grow (at 32 per cent in 1975, 36 per cent in 1976 and 29 per cent in 1977).

Small business computers proliferated also. Those costing less than £20,000 (often based on microprocessors) increased in number by 28 per cent during the year; those between £20,000 and £75,000 or more (mainly minicomputer-based) showed a rise of 58 per cent. A modest growth of about 8 per cent was shown in the installed base of visible record.

As computing and communications continue to come closer together, the job to be done by data processing remains the same. But, as Mr David Firnberg, director of the National Computing Centre, has pointed out, the constituent parts can now be dispersed

or distributed throughout an organization, a country, a continent or the world.

The data can be recorded at the point of origin, instead of being sent to some central data-preparation room to be punched and verified. Much of the actual data-processing can be done economically under local management, instead of being taken or transmitted to some central computing unit. And the output can be made available wherever it is needed.

Distributed processing implies that much if not all of the day-to-day data-processing is done under the control of local line management, dispersed throughout the organization, with only the minimum interaction with a central computing system.

Clearly, this can be attractive to the line manager. But in addition it can increase the security of an organization's computing. Many organizations are increasingly dependent on "computerized" data, and can be severely crippled by a sudden fault in a large, central computer system.

"If the computing is logically distributed

throughout the organization, the risk is greatly reduced. A failure in one unit is unlikely to affect the others, and can easily be isolated."

One of the early applications of the microprocessor (computing and memory circuits carried as microchips on small chips of silicon) was in electronic calculators, bringing powerful business and financial calculations into the office at low prices. Now the same thing is happening in computing.

Micro-based systems are available which can handle most commercial applications for small companies—including specialized types of business—at low prices.

Business users can shop around for computer systems costing a few thousand pounds, as an alternative to being sold glossier products by the established computer companies at 10 times the price. But users must ensure that the vital software is sufficiently comprehensive and reliable—for many organizations it makes sense to train their own programmers for the new micro systems.

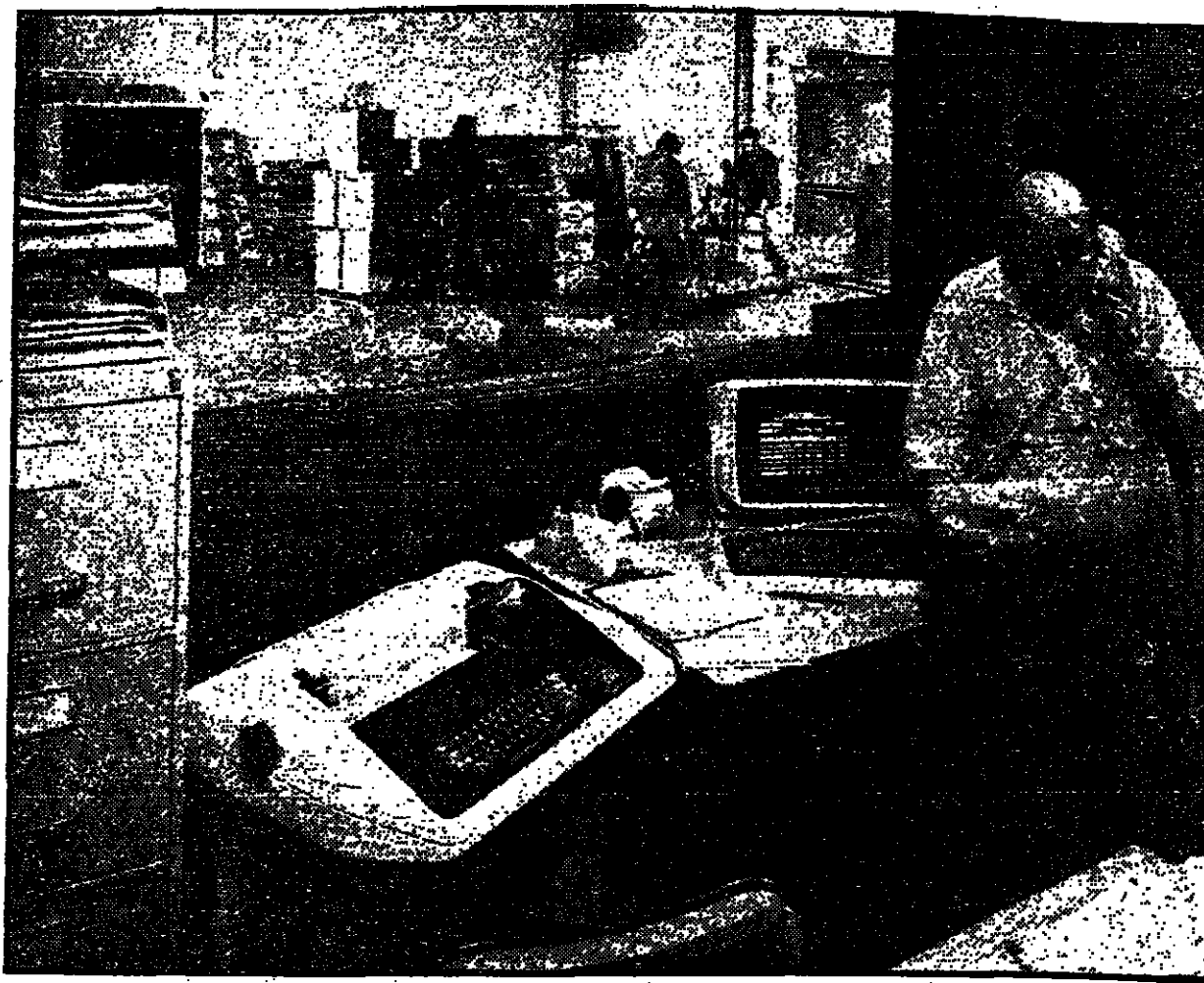
Another indication of the flexibility which micro-tech-

nology has given to business computing was given earlier this year in a new portable keyboard computer terminal which can be carried in a briefcase. Connected to a conventional television set and acoustically coupled to a telephone line, this gives in effect a video terminal which can use the computing power of an organization's computer remotely by way of the telephone line.

A salesman could update his company's computer with details of the day's sales from his home or hotel room; an engineer working at a remote site could obtain service information or run diagnostic programs over the telephone line; users of computers could take their daily work home with them.

A changing attitude towards business computing systems is likely to follow a recent study by the National Computing Centre for the European Commission in Brussels. It recommended wider participation by non-computer staff in the development of computer-based systems to improve the quality of working life.

The author is Technology Correspondent, The Times



The telephone still plays an important part in the new office technique.

## Human element cannot be ignored

by Lynda King Taylor

"Out of sight, out of mind" when translated by computer into Russian then back into English becomes "invisible maniac". This describes aptly many I have talked with when discussing their introduction to the computer. It is said that such a petulant feeling exists, but the diagnosis for antipathy can be traced to initial training.

In computer training one must look at two areas. First, those within offices whose lives will be altered by the introduction of computerization, and second the training of those employed within the computer industry itself. The latter does pose a problem with staff training for its main complaint is about manpower shortages within the industry.

The manpower sub-committee of the Electronic Computer Sector Working Party of the National Economic Development Council was established in 1977. One of its terms of reference was to pursue the manpower implications within the industry.

In identifying labour shortages it highlighted the problems of training. Its report states that employers indicate serious shortages of engineers, programmers, analysts, computer operators and system designers.

A competitive computer industry needs skilled manpower and therefore financial resources. Larger companies advertise for staff between corners and lingerie in

tube trains and full pages in Sunday papers. Smaller ones cannot compete with the IBMs, Honeywells and ICIs and will probably have to approach the Government if they cannot survive.

One firm has said that programming is the lowest graded job in the organization; another that graduates can be employed only as programmers and analysts. Personnel departments agree that schools are not turning out pupils suitable for computer work.

Many approach the computer-based schools which themselves vary in quality. But one manager said he would not consider anyone from a computer school and was positively hostile. "Only draft people pay £600 for a piece of paper, and we're not in the business of employing draft people."

Other organizations such as the Control Data Institute were designed to combat the shortage of well-trained staff within the rapidly expanding industry. They offer courses at career entry level and in-house industry programmes.

Only two of the many hardware and software companies approached said that their objective was improving the quality of life through computer technology. This explains why computer companies are meeting increasing hostility from their clients.

Complaints range from the "invisible maniac" approach to the "big brother" image. Computer companies frequently have for their enemies financially and technologically brainwashed vendors hawking their office products who have little regard for the social ingre-

dients in computerization. So strong has been this disregard that the trade unions are devoting more time ensuring that the bombardment of automation takes into account the human side of the enterprise. The TUC has said that while the new methods of computer controlled production, planning systems and data processing offer the prospects of greatly increased productivity, they also make it more difficult for the ordinary worker to understand the processes which dictate the pattern and pace of work.

The Work Research Unit at the Department of Employment assists companies in improving work systems. The director, Mr Gilbert Jessup, said recently: "Computerization of production systems offers opportunities for creating more varied and responsible work, but the opportunities are seldom realized."

If workers were more involved in the design of their training programmes perhaps the educational pro-

cess would be more effective. In organizations where the workers have been involved in the design of the computer system and training programme there is little hostility to the new technology.

Companies like the Commercial Union, Redfearn National Glass and South Eastern Electricity Board avoided many problems experienced in some organizations. Training programmes involving the workforce were introduced to give employees a better understanding of com-

puting and to identify the considerable role the user of a computer system has in development and subsequent running. The result was clerical workers, wanting to be analysts and programmers as opposed to resetting organizational changes.

The computer industry must train its salesmen in both the technological and social skills and this should be done more frequently with clients, who seldom have home-grown skills. Commercial offices must share the responsibility to

train and familiarize their staff with computerization, for once an individual experiences the alienation depicted in the TUC statement, motivation and productivity decrease.

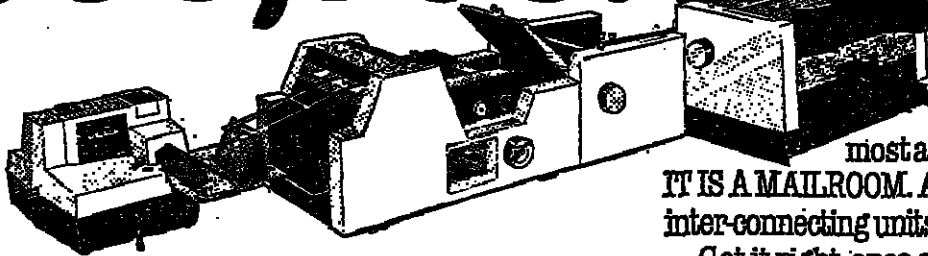
It was Ralph Waldo Emerson who said it was a luxury to be understood. Too few of those involved with computers and their training requirements appreciate that statement. Communication in this industry has become so complex that people have forgotten how to talk to one another.



People still matter in computer and electronic systems.

If this space was microfilm we'd be able to tell you all about our system in this one ad. Unfortunately it isn't...

# Lives in mailrooms, where it nests, feeds, licks, chops, inserts, franks and counts to 999,999.



Why speed statements and invoices through a computer only to have them bog down in the mailroom? With the Neopost System Five you can keep paper flowing out of your office just as quickly as it pours in. The Neopost System Five is more than just the most advanced mailroom hardware.

IT IS A MAILROOM. A modular design with inter-connecting units for every conceivable chore. Get it right, once and for all, with the Neopost System Five. Roneo Vickers will be pleased to help. Ring 01-686 4333 for a demonstration.

Or for full colour literature complete the coupon and return to Mailroom Division, Roneo House, Lansdowne Road, Croydon, Surrey CR9 2HA.

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...so we had to take this space over here and put in a coupon.

To: Ivan Briggs, Kodak Ltd, Micrographic Sales, P.O. Box 66, Hemel Hempstead, Herts. HP1 1JU. Please send me a brochure about microfilm.

NAME

COMPANY

POSITION

COMPANY ADDRESS

TELEPHONE NO.

**Kodak Microfilm**

Kodak is a trade mark.



هذا من الأصل



## Now on to '007½' for microfilm

by Eric Fordham

Microfilm could be described as one of the first means of automating business information. No longer is microfilm just a curiosity; now it is confined to the world of James Bond. Microfilming is bringing practical help to a variety of businesses in countless ways.

Finance houses and banks record statements on microfilm to improve distribution of records to branches, and for security, retrieval and best use of space. Engineers film drawings to aid retrieval as speed, and the provision of duplicates. Industrial organizations film specification lists for security and distribution. Medical authorities film medical records for distribution and files.

These are just a few examples of the progress microfilm has made in becoming accepted as an administrative tool. One of the most significant factors in this advance is the realization among users that a microfilm has more to offer than merely saving space.

Few prospective users take a considered look at microfilm techniques and turn them down. In many cases the cost of the total investment is recovered within a year. It is not always understood, though, that the variety of systems that are labelled microfilm are really a very wide range of specially developed formats and techniques.

Microfilms include a variety of roll films, 16mm or 35mm, perforated or unperforated, filmed in cine or comic mode, terms which are almost self-explanatory. There is also microfiche, a rectangle of film 105mm by 140mm on which a number of frames or originals are held; microfiches, rather like microfiche except that the frames (from the French meaning cards) are made up by strips of film held in an acetate packet. Finally there is also the aperture card, which is basically a

punched card with a 35mm frame of film held in an aperture at one end. This format is almost exclusively used for the storage of technical drawings.

The clue to successful use of microfilm in business does depend to a considerable extent on selection of the right system and format, as each has been developed to meet particular needs. Just as with the aperture card, as the means of recording drawings, so 16mm roll film is ideal for high volume records of business documents.

Another important factor in the progress microfilm has made has been the gradual reduction in the film and chemistry content of the technique. The whole process from camera to processed film is gradually being automated to suit the office environment.

Two examples of this, both quite different, are the systems manufactured by Fuji and marketed in the United Kingdom by Bell and Howell, and the A.B. Dick/Scott Graphics system 2000. The Micle unit looks and operates just like a copier. Originals are placed on a platen, and the film button is pressed. This is repeated for a number of documents, and after a few moments a 16mm strip of film of the documents, dried and processed, is dropped into the delivery tray.

The A.B. Dick/Scott system 2000 goes about the problem in a different and rather novel way. The system again looks rather like a copier, and originals are placed on a platen, but they are covered by a light shield and exposed. The result is that the images of the documents are reduced and copied electrostatically on to a piece of microfiche-sized film.

The process is at present unique and has proved effective in several major applications. The only disadvantage is that microfiche readers used with the system must use special filters



Companies House, in the City of London, uses a microfilm system.

incorporated to protect the microfiche.

Microfilm is now undergoing three areas of intensive development: greater simplicity in operation, fully automated retrieval relating to other office systems, and, an even more effective, lower priced, less bulky microfilm reader.

Clues to the easier use of microfilm are on the pushbutton systems already available, such as the Micle and Dick/Scott. However, even in more conventional systems rapid advances have been made. Canon has its SOM system which is designed for the smaller

company adopting microfilm. Bell and Howell recently introduced the B R 100 system for photographing and adding retrieval codes to documents at high speed.

All microfilm systems use a reference and cross index list of all material filmed. Retrieval is made in a variety of ways; microfiche list on one frame the material held on the other frames. Particular frames on reel film are located by alignment of a blip mark beside each frame. This, in conjunction with a footage counter, locates any particular frame.

One of the more interesting retrieval systems is the Norfilm, produced by Microfilm Equipment (Manufacturing). This allows random filming of documents entering the system, because a machine readable code is added below the image recorded on each frame.

The code can be the last five digits of an account or invoice number. The system introduces a 16mm coding camera, a variety of readers and reader-printer.

The original large-scale retrieval system was based, and still is effectively used, on the aperture card. The card is punched for rapid retrieval, a card reader finding the film of selected drawings in seconds. One of the country's biggest users, GEC Telecommunications, keep all its drawings on standard 80 column punched aperture cards.

Apart from retrieval the other great advantage is distribution. Using the Oxalid D200 automatic microfilm reproducer, some 100,000 copies of aperture cards are produced a week. Similarly the transmission division of Borg Warner last year transferred nearly 8,000 technical drawings to 35mm microfilm aperture cards for both distribution and reference.

Image Systems has launched its new microfilm data storage and retrieval system—Campus.

It is designed specially for fire service control room information units. Campus is a microfiche system with electronic control logic, and a unique method of updating data on file. Each operator has a store of microfiche with its own reader, a visual display unit and a keyboard linked to a central microprocessor. Up to 750 microfiches can be stored at each operator's position, representing 180,000 pages of information.

To find details of a particular road or building when the 999 call is received, the operator keys in the first three letters of the location, for the microprocessor to call to the screen a list of microfiche frame numbers satisfying those initials. For example, ABB for Abbey Road, Abbey Street, and so on.

Keying in the relevant microfiche frame number brings that frame to the screen, all in under four seconds.

## How to recognise a top secretary.



It's as simple as recognising a top typewriter — they both have much in common. 'Efficient', 'hardworking', 'reliable' and 'good appearance' are words that spring to mind.

Look at the SE1000 and you'll see exactly what we mean.

The buttered keyboard is set at a less steep angle so that typing is less tiring on the hands.

Concentration is helped by the fact that the SE1000 is remarkably quiet and almost vibration free.

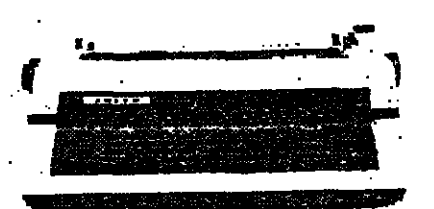
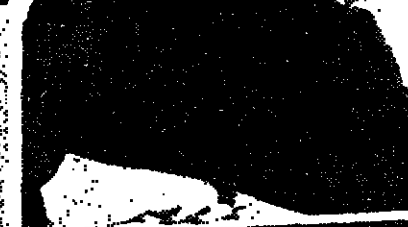
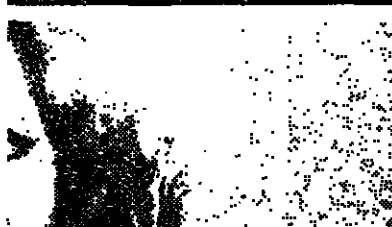
All this makes for faster and better work, as does the inclusion of features such as a half-space facility and correction key.

Changing a ribbon is fast and clean, thanks to the ribbon cassette system, and changing a typeface is just as simple with the wide range of elements that are available.

Reliability is one of Adler's biggest benefits, and since the SE1000 is made with fewer moving parts than other so-called prestige machines, there's obviously less to go wrong.

Finally the sleek good looks of the SE1000 match its performance.

But that's something your secretary will soon recognise if you ask her to test-type it at your Adler SE1000 approved dealer.



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Please send me full details on the SE1000 single element typewriter.

Name

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Tel  **OEM**

## 'Memory' safeguards operator against interruptions

Copying and reprographics have been simplified and although copy costs have come down this affects mainly the larger companies with bigger duplication requirements. For the one-man business the cost of a few copies a day has remained static.

Although the whole range of duplicating processes is still available the choice for the usual two or three copies remains the electrostatic

process. Electrostatic copying is made in two forms, direct and indirect. The first involves the use of coated paper which affects the cost per copy but keeps the capital cost of the copier down while the second results in a very low cost per copy but has a relatively high capital cost on equipment.

Electrostatic copying has seen a boom marked by a deluge of copiers in both processes. It must be ad-

mitted, however, that bad engineering is rife in the copier industry and the choice is wide so the wise purchaser takes a close look at the supplier rather than the technicalities of the process.

From this copying boom two trends are clear. One is that both direct and indirect systems are getting faster with the accent on simplicity. Representing the extreme of this trend and still alone on performance and versatility is the Xerox 9200, which, with a speed of 7,200 copies an hour, competes with the traditional small office market.

The other main trend is versatility in handling input marked by a range of special features, including ways of producing copies up to 50 per cent smaller than the original. Other such features copy on both sides of a single sheet of paper and the sorting of sets of copies.

One of the latest examples of this development is the Nashua 1250 plain paper copier which includes reduction. The machine produces 28 A4 copies a minute and can reduce them by up to 50 per cent. It accepts originals up to A3 in size (11in by 17in). The 1250 is designed to be worthwhile in offices producing fewer than 2,000 copies a month to as many as 30,000.

The arguments for a reduction facility in a copier are strong. In many professions and organizations paperwork starts out in sizes up to A3, but for distribution, reference or storage a 50 per cent reduction to A4 is not only acceptable but saves paper and standardizes filing.

Another recent Nashua model is the 260, also a plain paper copier, but with an output of 30 copies a minute controlled by an automatic system. The 1260, like other Nashua copiers, uses a liquid toner transfer system and is designed for the user who makes between 10,000 and 70,000 copies a month and needs on-line sorting.

The 20-bin sorter has a particularly high performance. Nineteen bins hold up to 50 copies each and the bottom one holds up to 99 sheets before unloading. The bins are at eye-level and accessible.

Together with another main trend the 1260 features a self-diagnostic system with three separate control panels for the copier, feeder and sorter. A fully integrated 'memory' ensures that should a copying job be interrupted the system retains the operating instruction for up to five minutes. If, for example, toner or paper supply must be replenished in the middle of a run the 1260 will pick up where it left off.

A wide range of copiers is marketed by Canon Business Machines which at Hannover Fair showed a prototype of its latest high-speed plain paper copier, the NP-X. The

big feature of this machine is its image retention facility which allows a number of copies to be taken from a single exposure of an original.

The NP-X duplicates at 70 copies a minute and because of the retention feature the photo-sensitive drum has a much longer life. This copier also has a two-stage reduction feature and an optional automatic feed mechanism which handles up to 100 originals. It also has a sorter with 20 bins, each with a capacity of 100 copies.

Of course, Rank Xerox is still the big name in the copier market and offers a wide range of plain paper machines. The latest is the 5400, a 45 copies a minute system which has an internal microprocessor which not only monitors the copying performance but also carries out a check on each original as it arrives in the document feed.

To avoid mistakes the document handler device selects the original over the platen before the copying process starts. The originals are then stacked automatically in the output tray. A vacuum transport moves the originals so they do not come into contact with the platen.

Many organizations have developed their own paper applications for copiers apart from the simple process of convenience copying. The production of export documentation by use of overheads and 'masters' is well known but another application was recently developed by MC Reprographics using the Mitsubishi U-BiX copier.

The technique is used to produce engrossed documents in a shorter time than before and with a reduced need for checking. Of particular interest to solicitors and legal departments the technique offers advanced features over conventional methods and has been fully proved in practice. It allows both drafts and final engrossed documents to be produced by juniors with checking time cut by half. The checking time of a typical eight-page lease is cut by half and up to four hours' secretarial time normally spent in preparing the engrossment and counterpart is cut by the process.

By contrast, a change has recently been brought about in the stencil process by the electronic stencil cutter. This plays a key part in Gestetner's Faxil system which uses a simplified stencil-cutter to transfer almost any image from original to stencil.

This stencil is then placed on the traditional duplicator and with the aid of a much improved inkling system can be used to run off high quality copies at low cost. The two factors which help this are the low cost of stencils and the duplicators.

Where high quality is required and volumes are variable the biro duplicator still scores many points. E.F.

## Mitsubishi U-BiX have just transformed the image of desk-top copiers.

With the arrival of the Mitsubishi U-BiX 100, desk-top copiers are no longer the ugly ducklings of the copying world.

It's a transformation that owes nothing to magic and everything to Mitsubishi U-BiX technology.

Mitsubishi have perfected a plain paper copier that creates new standards of reproduction, performance and reliability for all desk-top copiers.

With all the elegance, mobility and peacefulness our new image suggests.

## A transformation in quality.

The U-BiX 100 is phenomenally sensitive thanks to a unique selenium drum that took years to develop. The most delicate tones are reproduced without bleaching, blurring or fading. Its built-in micro-computer and automatic toner density control keep the copy image constant at all times.

## A transformation in design.

All the complex technology involved in the design of the U-BiX 100 is there to make your life simpler.

Copy paper is contained in cassettes for easy loading and removal—to change size, just change the cassette. The micro-computer controls automatically the production of up to 99 copies at a time, allowing you to concentrate on other things.

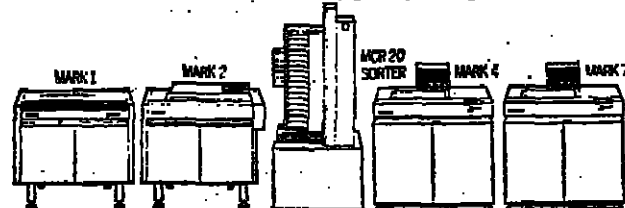
Warm-up time is less than two minutes. Then you'll hear the U-BiX 100 glide (rather than roar) into action. It's an exceptionally quiet machine that's designed not to disturb.

And if you opt to buy our U-BiX 100 trolley, you can glide it from office to office.

## A transformation in performance.

At last, a desk-top copier that's small in size—but not in ambition.

The U-BiX 100 will copy anything from a



passport to a tabloid newspaper (Copy sizes run from B6 to A3.) Photographs, illustrations and three-dimensional objects are equally no problem.

It will copy onto almost all plain papers and onto film to make overhead transparencies.

## A transformation in reliability.

The U-BiX 100 is a totally 'dry' copier and the lack of any liquids makes it unusually reliable.

The advanced modular design of the U-BiX 100's internal mechanism means that servicing is simplified—and routine checks need be made only every 10,000 copies.

To discover more about a remarkable new machine, send us the coupon today.

Forget ugly ducklings—discover instead the first desk-top copier that can really hold its head up high.

## The new Mitsubishi U-BiX 100 transforms desk-top copying.

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Company  Address

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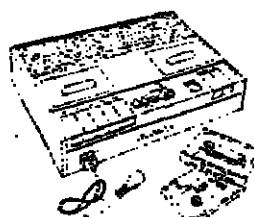
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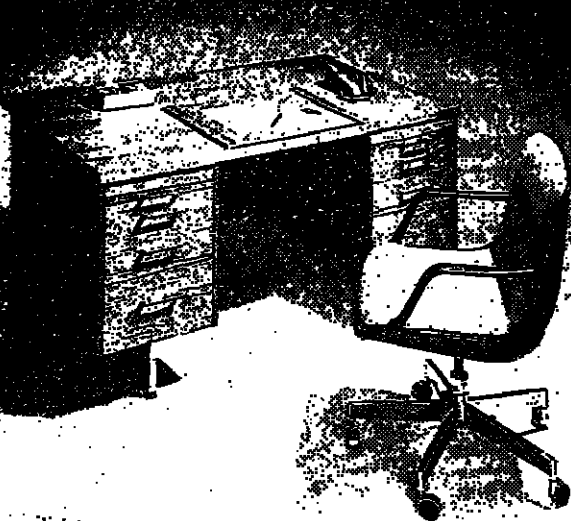
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by Eric Fordham

Today's office has many aids to efficiency, but few can match the modern dictation system for return on investment. The traditional method of dictating to a shorthand typist or secretary is both time-consuming and inefficient. A leading dictating equipment manufacturer has claimed that the average letter produced by traditional methods costs more than £5.

There are good reasons for machine dictating. At the first stage only the person dictating is involved, and whether he is slow or fast only his time is being expended. Once the material has been dictated it is safely held on whatever medium is used until transcription is required.

When transcription is carried out the original author's voice is heard, and can be repeated as often as required for any difficult word or phrase. The transcription can be done by any secretary or audio typist, rather than being restricted to the secretary who took down the original shorthand.

Dictation machines or systems come in a variety of forms, the smallest and most basic being the pocket memo type. Then there is the desk-top system, and finally the centralized dictation system. As far as the dictating manager or executive is concerned all three types operate on similar principles, with controls for record, playback, stop or restart. The main differences are in handling the transcription, and this is where the main savings are achieved.

The choice of system, however, depends on a number of factors, not least the volume and type of material being dictated. For anyone on the move the modern pocket machine is the ideal for saving time and money. Typical examples are such machines as the Philips 185 note-taker used by surveyors in compiling reports or by engineers in recording performance tests, and by managers preparing report summaries.

The range of such note-takers is wide, with varying levels of complexity and variety of control. Most, like the Philips machine, the Assmann M5 and MC4, and Dictaphone's Dictamir, use the mini-cassette which gives 15 minutes of dictating on each side.

Among the useful variations available are the Toshiba note-taker on which is added an electronic calculator, while the Olympus Pearlcode can have a radio tuner and amplifier attached. Useful though all these systems are, it is worth remembering that the transcription equipment used at the office should accept the cassettes from the note-taker.

The next class of equipment, the desk-top dictating machine, has a much wider variety of facilities, and is available in a number of different forms. The latest to be announced is the 300 range from Philips Business Equipment Division. The range is formed by three ergonomically designed units, two dictation/transcription machines and a transcription-only machine.

The operating controls are all angled to face the user, and light-emitting diodes show the mode of operation in use. Many of the controls are duplicated on the microphone, and the new units, which take up less desk space than previous models, have full transcription facilities including headphones and foot control.

The special feature of the 300 series is in the new Philips mini-cassette which uses a particle-oriented paper strip for marking the recording visually, while an electronic tone is put on the tape itself. This is the first mini-cassette to have its own built-in reference to the length of each piece of dictation.

It is sometimes said that dictation systems are too clever for their own good, and certainly the level of complexity can be too much for the user who is easily baffled by an array of switches. Lanier's latest desk-top machine, the Regent, will therefore appeal for its single control

which operates record, stop, listen and rewind functions. It has all the features of the modern machine with electronic cueing, visual indexing, conference recording and, in transcription mode, electronic scan, which makes instruction finding easy for the typist.

Although the Regent is a standard cassette machine it also has a mini-cassette adaptor.

Dictaphone's Thought Master executive desk-top machine, using the standard cassette, is available for the person who does either fairly little or a great deal of dictation, but Dictaphone is probably better known for its continuous loop system known as Thought Tank System 192.

Because the system records dictation on a continuous loop of tape which stays within the unit, the operating principle is quite different. For instance, the unit has a separate transcription head from the recording head, which means that the typist or secretary can start transcribing dictation seconds after it has started: ideal for those urgent reports. If she has to stop to answer a telephone, she can then resume transcribing or leave it until later, depending on the urgency.

This system has been proved to be ideal for the secretariat operation where a small group of executives are served by two or three secretaries and typists. All the executives have access to the system and transcription is shared or allocated among the secretarial team.

At the top of the dictating tree, however, is the centralized system and this is where the most benefits in handling dictation are found. All executives or managers who need to dictate material of any kind either have a dictation centre link via the PEX wire controls on the telephone handset or a separately wired handset.



A Dictaphone Thought Tank system incorporating an analogue computer.

193 and Lanier's Action in as the start of the day Group, the recording goes on an endless loop of tape speed, so that when dictation goes into the system it can allocate it to the dictators.

The Dictaphone system uses computer logic in the 193 and Lanier's Action in as the start of the day Group, the recording goes on an endless loop of tape speed, so that when dictation goes into the system it can allocate it to the dictators.

technology and video screen to provide all the answers with dictation transcripts needed to control the centralised system, which could cater for as many as 9,999 dictators. An early choice has to be made of the type of operation to be used: author to transcribing secretary, and qualified supervision several authors or many with dictation transcripts by two or three a typists, or fully centralised system, which could cater for as many as 9,999 dictators. benefit emphasis must be placed on thorough organization of both the system its users, including transcription and qualified supervision

## Value for money, not gimmicks, needed in calculator market

With the boom in the electronic calculator market well and truly over, both manufacturer and distributor can concentrate on meeting a steady market demand with developments and new features which add value, rather than on gimmicks.

True, the price of the basic electronic calculator continues to fall, but now the majority of buyers are on their third or fourth machines, and are looking beyond the basic configuration for particular benefits such as multiple single key function, longer battery life and slimmer lines. The types of machine from which they now choose are mainly the personal machine, the desktop business calculator and the full scientific machine.

The personal machine is still the one which catches the eye, and reflects the whims and fancies of the user. For example, there is a digital wrist watch with a built-in calculator, and a calculator with built-in clock.

The display of these machines, while usually showing up to eight digits, is now more likely to be liquid crystal than light emitting diode permitting much extended battery life. In fact, a claimed battery life of between one and two years is now quite usual.

The basic functions are augmented by constant, percent key, square root key, clear last entry and the choice of a number of memories. One of the latest machines from Toshiba can switch the display so that with memory the machine will hold a bank of names and telephone numbers. Safer than a little black book?

The electronic calculator is the ideal subject for packaging design, and in

many cases the cost of the electronic hardware is less than the machine's own casing, which may range from exotic hallmarked gold to vacuum-formed plastic and brushed alloy.

In the business area the need for records ensures the continued use of yet more powerful printing calculators, though today more of them are likely to have a supplementary display.

The printer does, however, make the machine somewhat larger, and the useful advantage is that the keys remain a sensible size for use by the professional operator. Again, the larger machine has had the benefit of added features with specialized functions obtained through single key operation.

Two important features at this level are the means to enter individual programs to suit the needs of the organization using the machine and in some of the more powerful models a means of linking with a mini-computer. In fact, some desk-top calculators boast more power than many computers.

Nowhere is this more evident than in the development of the scientific calculator. Many small calculators are labelled scientific because of a few added functions, but the seriously interested buyer who knows what routines are likely to be carried out on the machine, should be able to find the precise model.

To aid in this task Comodore Business Machines recently issued a useful booklet guide to selecting the right scientific calculator from their own range. Many of the rules can be applied elsewhere, however, and help to choose the right model for the first-time user.



This "electronic notebook" is claimed to be the first calculator on the market with an alpha-numeric memory. Names and telephone numbers can be stored and instantly displayed.

E.F.

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## Machines make the mail less deadly

by Robert Bailey

Last year we posted 9,458,000 million items of correspondence and 152 million parcels. According to Post Office statistics £818m was spent on inland mails and services.

Mr Ron Williams, managing director of the country's largest supplier of mailing and paper handling equipment, has said: "All too often the mailroom finds itself at the end of a remote assessment of mail flow and volumes of post. Equipment is chosen, installed and then mailing staff are left to get on with it."

For a viable system there are certain rules. These include an effective handling system for priority mail. If items are to be sent first class they should be treated in that category at both ends of internal mailing systems.

Equipment is an important factor. The industry advice is not to go for short-term economy. Equipment bought or leased should have the flexibility to handle more than present needs and be able to be extended or replaced without large financial outlay. Machinery can range from simple franking machines, postage scales, and letter openers to computerized mailing systems.

Equipment varies. A machine called Docutronics is equipped with a multi-plexer unit by which it can sort incoming mail by envelope length, sending specific marks on envelopes, and magnetic sensing of contents. Mixed mail sorting speed is about 500 items a minute.

The franking machine is undergoing review. A computer-based system refills franking machines by remote control. This makes it unnecessary to take equipment to Post Offices.

The remote meter resetting system is being evaluated by the Post Office. It is supposed to cut the process of checking a postage meter and recrediting it.

The system is already in use in North America. Staff enter the company's account number, meter number and register readings by using a telephone dial or "touch tone" data pad.

When this information has been verified a computer-controlled voice response system issues an individual setting code operating a combination lock. This allows a predetermined fixed increment to be set into the meter. A user must maintain a deposit amount equal at least to one "incremental reset" of the meter. The amount set is transferred from the user's account to the Post Office, and a statement is sent to the user showing the new state of account.

Apart from the problem

of postage, many organizations involved in volume-mailing still collate multiple documents by hand when machines could work 15 times as fast. A machine which can collate a 30-sheet set of papers can require less space than an office desk. But, if done by hand, assembly of a 30-sheet set requires table space for 30 piles of paper and "walk around" room for personnel.

With mass mailing, waste can occur if detailed selection is not carried out. Computerized mailing systems can eliminate the work. A computer can be used for address recording and filing. When addresses are needed, a selection command is given to a computer to select required addresses for printing.

While a program must be written for address registering, selecting or printing, the printing can be done at high speeds up to tens of thousands of

addresses an hour, using a separate printer. A firm can use its own mainframe computer, employ outside bureaux, or use an address processor. Equipment is available for all needs and while pre-addressing can be done by computer there are many conventional machines which can handle distribution lists.

The office equipment industry in Britain has reached an annual turnover of £1,500m and mailroom efficiency depends on management attitudes as well as modern equipment. Yet many mailroom supervisors are not considered part of middle management.

The efficient mailroom is based on a flow-sequential founded upon logical planning. But management should ask itself how long it has been since a visit was made to the mailroom. Finding out how much money is actually spent by the mailroom is an essential first step.

## Gradual acceptance of answer phones

Thirteen years ago a telephone answering and recording machine would have been a big investment for a commercial office, at least in size terms. The Swiss Ipephone equipment introduced at that time weighed 2½ cwt.

Today the word machine is something of a misnomer with solid state electronics having reduced telephone answering equipment to the size of a portable cassette recorder with the trend further towards the miniaturization but also greater flexibility and usage.

Acceptance of the answering machine in the United Kingdom, as in other countries, has been gradual. How many of us, for instance, have just put our telephone down when we have heard a disembodied voice often belonging to a personal acquaintance asking us to record a message? The psychology of response to automation is a subject in itself. But perhaps potential and actual users of answering machines might consider taking greater care, having invested in equipment, while making actual recordings and perhaps even using another voice.

There are basically four types of machines on the

market. These are answering only machines, multi-announcer units (allowing 100 to 200 callers to telephone simultaneously and listen to prerecorded information); answering and recording machines and those which in addition to having answering and recording capability also have a remote playback facility.

Remote playback for the professional man or any business without large-scale secretarial help can have considerable advantages. Such a machine not only plays and receives messages but allows the user to connect his machine by telephone from anywhere in the world and by means of either voice or a bleep code activate and listen to the taped messages. With a bleep code one uses a portable decoder which through a telephone will start a machine's playback by preset frequency bleeps.

A typical voice-activated unit will accept a sequence of "go" commands to start the message tape. If the messages are confidential the tape can be erased automatically.

Consideration of world time differences illustrates the value of remote playback perhaps to a sales executive who at 6 pm in Los Angeles needs to connect base in London. Instructions can be



Robophone's latest telephone answering machine, Communicator 7, is claimed to be the smallest of its type made in Britain.

given without waking up the managing director at his home in England at 3 am.

And answering machines can have more than a convenience value. They can save money for both large and small businesses through accelerating communications and using the machines after 6 pm when telephone calls are cheaper. One company, Norton Abrasives, says that its sales representatives' telephone bills have been cut by 75 per cent. According to

the company's Customer Services Supervisor, Mr Chris Bird, Norton is saving, on average, £30 a quarter for each representative.

Brooke Bond Oxo uses a multiple installation provided by Ansafone. The head of the company's data processing services, Mr Brian Izzard, says it was interested in speeding the interval between taking orders and their delivery. It was decided to use a centralized order entry system based on

a bank of telephone answering machines receiving orders from the company's 200-man sales force, most of the orders being telephoned in after 6 pm. Mr Izzard says one complete day has been saved on the order/delivery cycle.

Orders received are transcribed and keyed directly into Brooke Bond Oxo's computer system by way of visual display units, checking with pricing and credit rating being done at this point. The company has gone a stage further with its system and installed a multi-channel communications logging machine across incoming lines and this records everything associated with its Ansaphones 24 hours a day. The equipment automatically generates a time pulse which is put on to a parallel channel on the communications log corroborating the procedure by which a salesman must not only identify himself but also give the time of his call.

The cost of these machines depends on the customer's needs and on periods of rental. In the United Kingdom Post Office regulations mean that equipment connected with the telephone system must be rented. The Post Office will, on application, install jack sockets with jack plugs being supplied by manufacturers with their machines.

Rental periods are available from Britain's biggest telephone answering machine manufacturer, Ansafone, over one, three or seven years. The company says that the three-year term is the most popular.

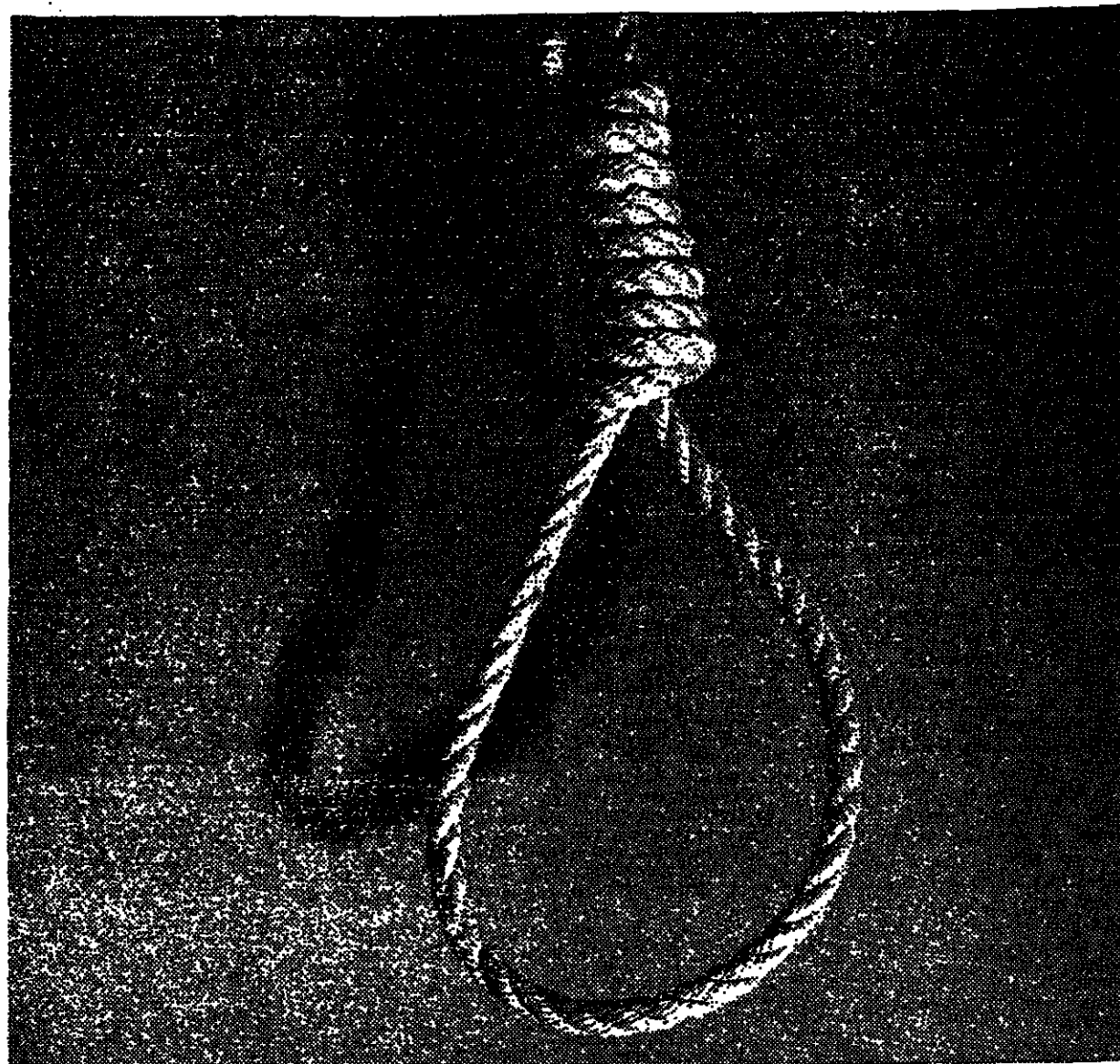
Equipment trends now emphasize more functions in smaller boxes, but the impact of microelectronics beyond tape size is also an important factor in answering machines. Because cassette tapes available have been used for conventional telephone answering machines the tape had to be rewound to the starting point and played through in order to verify messages recorded on it.

In Japan Matsushita Communications sells a machine using a 1-in wide magnetic tape and using a high-speed reel-to-reel rewinding mechanism. Rather than using magnetic tape as a single channel, 19 channels are available with three channels used for answering calls and 16 for recording.

The effect of the Matsushita machine has been to reduce tape length. The makers say that the number of calls received can be seen at a glance and during playback channels can be freely selected and every channel played from the start. Three kinds of answers for calls can be selected by switching. The Matsushita Panamemory 800 also contains a self-contained microphone simplifying recording device.

With dimensions now in inches rather than feet and weight in pounds rather than hundredweights, telephone answering machines have clearly improved. How long, one wonders, will it be before we all accept them as daily aids that are simple to use and allow business to be done around the clock?

R.B.



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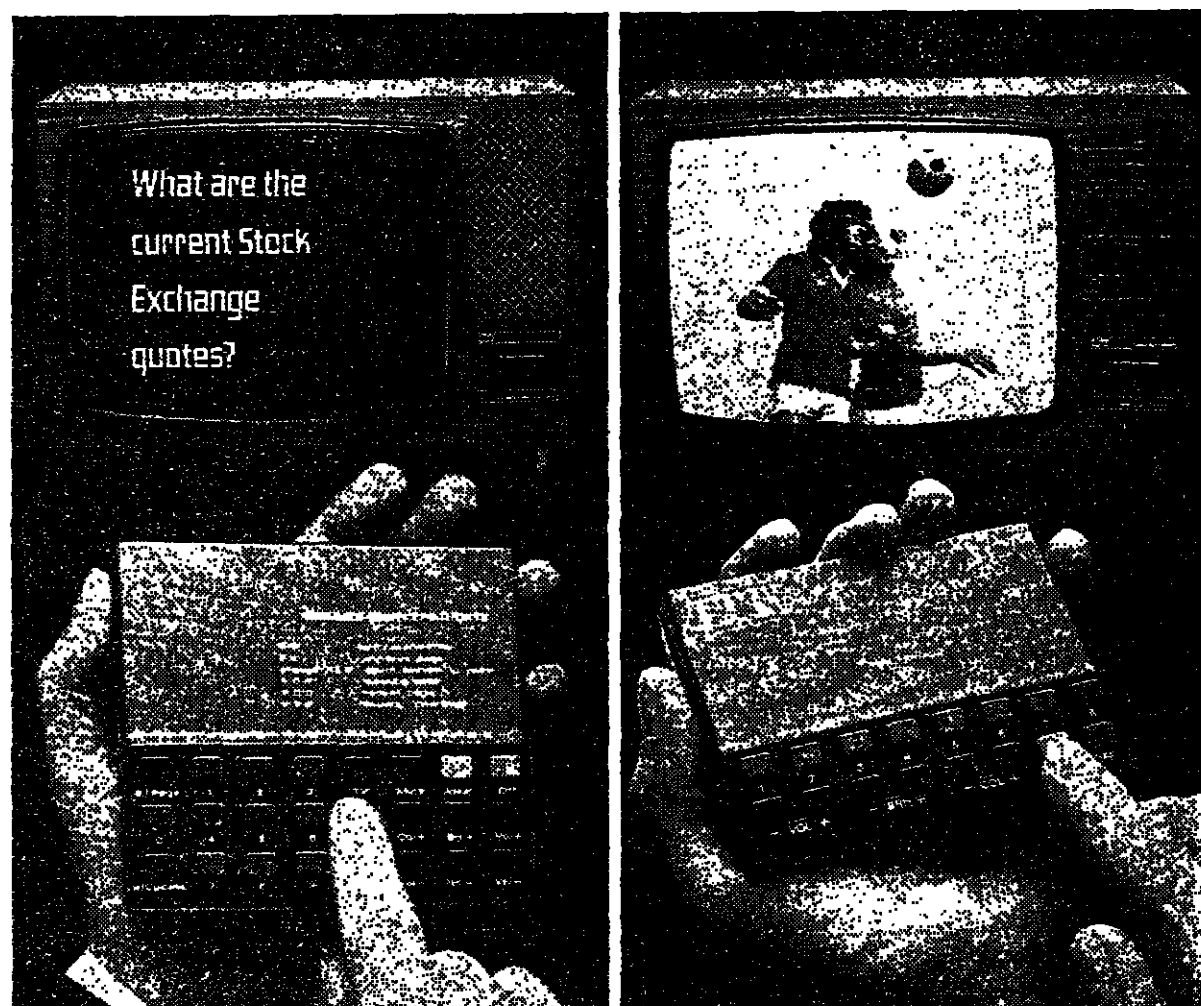
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## Facts at your fingertips

by Patrick O'Leary

Businessmen have a growing pool of video information at their fingertips. Moreover, some of the services can be looked on at home as well as the office.

Many rivals are in the business: Ceefax, Oracle, Focus, Monitor, Videomaster and there are others. So it is a relief to learn that co-operation between them extends to both the equipment side and to feeding information into the various systems.

For example, two old standards at supplying business news, Reuters and Exchange Telegraph, are providing material for the emerging Post Office venture, Prestel. The pictures on this service are transmitted by telephone line and screened on television sets containing an electronic device known as a decoder. The same modified receivers can pick up transmissions from the BBC's Ceefax and the IBA's Oracle.

Prestel is the son of a word, a word originally coined to describe the process by which information stored in a computer can be called up by telephone and displayed on a screen. The new proprietary name was chosen after anxious research during which 199 others were considered and rejected.

Consultants were mobilized to study how it looked on the screen, and how it might sound abroad as well as in Britain. The idea has already been sold to West Germany and The Netherlands, and the United States will see it in action next year.

A test service is going to cover several hundred selected telephone subscribers in London suburbs, Birmingham, and parts of East Anglia during the last months of 1978. Commercial transmissions start next year, with manufacturers offering a range of television sets able to receive them.

Each set is plugged into telephone line in the same way as an extension handset. The customer has a push-button control unit, similar to existing television remote control panels, with which he can call up the Prestel computer and select the

required video page of information.

Payment is split between a charge for each item made by the information provider and the cost of telephoning the computer. It is planned eventually to install a national network of computers so that most subscribers will need to make only a local call.

In addition to financial and business data, specialized information on other topics and general news are available. They come from a variety of sources which pay the Post Office to be included: newspapers, the Consumers' Association, Sports Council, Central Statistical Office, British Library, Guinness Superlatives and the Automobile Association are among 150 and more taking part. Some advertising and promotional material is sent out free, apart from telephone charges.

Businessmen will benefit from the limited two-way capability of Prestel. This means a subscriber can feed numbers into a preset message to another Prestel user on the lines of "expected time of arrival 1234" or "please ring 1234567".

Future developments are likely to include a type-writer-style keyboard for transmitting personal messages through the telephone, something of particular value to deaf people.

In the City of London, desk top screens flashing the latest financial and commodity prices have been a familiar tool of international commerce for some years. Apart from such tables, Reuters also transmits to subscribers selected pieces of world business news.

The video terminals supplied include keyboards which customers can use to interrogate the computers. Brokers, banks and other institutions can feed in their own information, or hold a visual dialogue with each other.

Exchange Telegraph have also added visual display units to some computerized financial services. "More and more people are seeking such information", a spokesman said. "But the demand is cyclical. When the market is bubbling, people will spend £2,000 or £3,000 quite happily, but when the market is depressed they are reluctant to do so."

At present teletext, the generic name for the BBC's Ceefax and the IBA's Oracle, is supplied free. But transmission is confined to the 16 hours or so that television is



on the air. A compensating advantage is that the receiver can be set to take a newsflash along the bottom of the screen while the viewer is watching his favourite programme.

Ceefax expects to strengthen its service of financial news, which viewers can turn on in addition to ordinary bulletins, weather forecasts, sports, and other specialized pages of information.

As in the case of Prestel, television sets with decoders built into them can pick up the services, although existing sets can do so if an adaptor is plugged into the serial socket.

Capacity of the screen page is limited to 24 lines of not more than 40 characters, varied occasionally by simple diagrams. Consequently the sub-editors concerned have an exacting task to compress the flood of information reaching them into the right format.

Part of the team is based in a special newsroom at the Television Centre in West London. But finance and sports pages are prepared at Broadcasting House. Such pairing is not as incongruous as it sounds, for in many a City office more anxiety is shown over the Test score or result of the Derby than the latest price of the dollar.



Ceefax is the latest form of BBC broadcasting. It is a complete news and information service hidden inside an ordinary television programme. It enables the viewer to see facts such as business and travel information, recipes and prices. Top: the computer centre of the Viewdata system where millions of facts are stored on disc.

## No messing with copies

by Charles Boase

Carbon paper is one of the first casualties in the office technological revolution. Its only advantage is its comparative cheapness. Otherwise interleaved carbons are a grubby and bulky liability, subject to wear, tear and forgetfulness. They turn white-collar jobs into grey-cuff ones.

One way out is a paper coated with carbon dust on its back, but that is still a mechanical method: it smudges and cannot be back-printed. The best solution, and the only one that can match the parallel advances in electronic office equipment, is chemical carbonless paper.

In this, the back of one sheet has a coating of colourless dye capsules which break under pen pressure and react with a clay coating on the top of the sheet below forming a deep blue image in, not on, that sheet. Up to 11 or 12 legible, smudge-free copies can be made at a time in this way with a typewriter on good body paper, whereas carbon paper would produce about five.

The main impact of this discovery has been in computers and telex machines. A six-part carbon set needs 11 thicknesses where carbonless needs only six. With no carbons to insert, decollate or shred (a one-time carbon can give away secrets) storage space is saved, more copies made with less paper and machines run faster. Reels need to be changed about two thirds as often and that allows machines to be left untended longer.

The paper has a minimum shelf-life of five years and an archive life of 15. It can be photocopied and micro-filmed. Once a mark has been made it cannot be erased.

Carbonless paper has a growing importance for business forms. "Once you start rationalizing into four-part sets—ordering, dispatching, invoicing and controlling stock—it becomes a burden and a chore and very uneconomic to be messing about with carbon paper", the man from Wiggins Teape, the market leader, said.

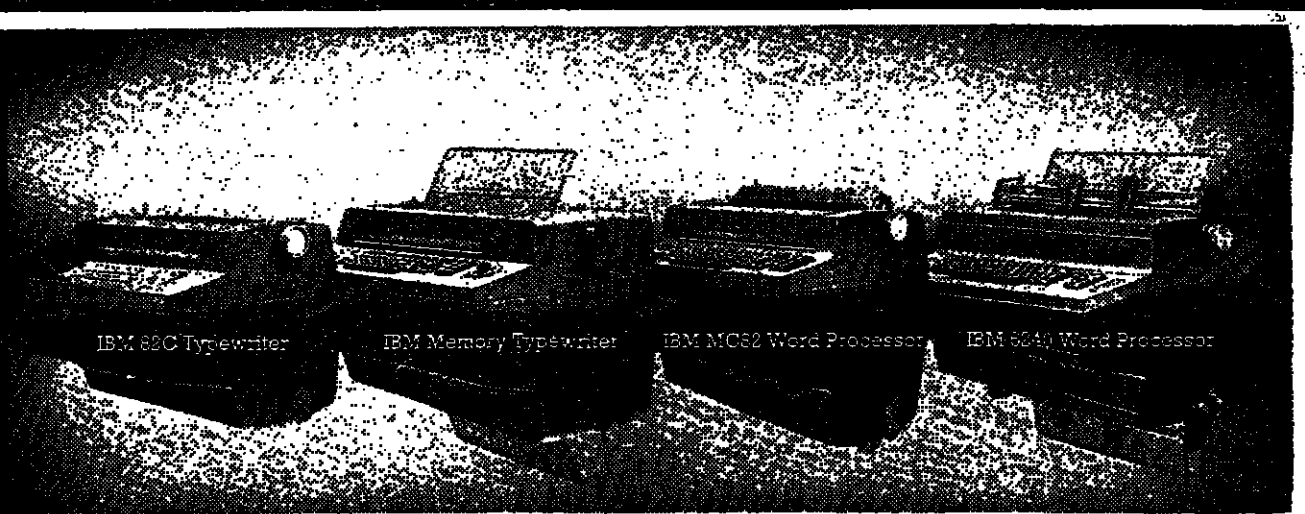
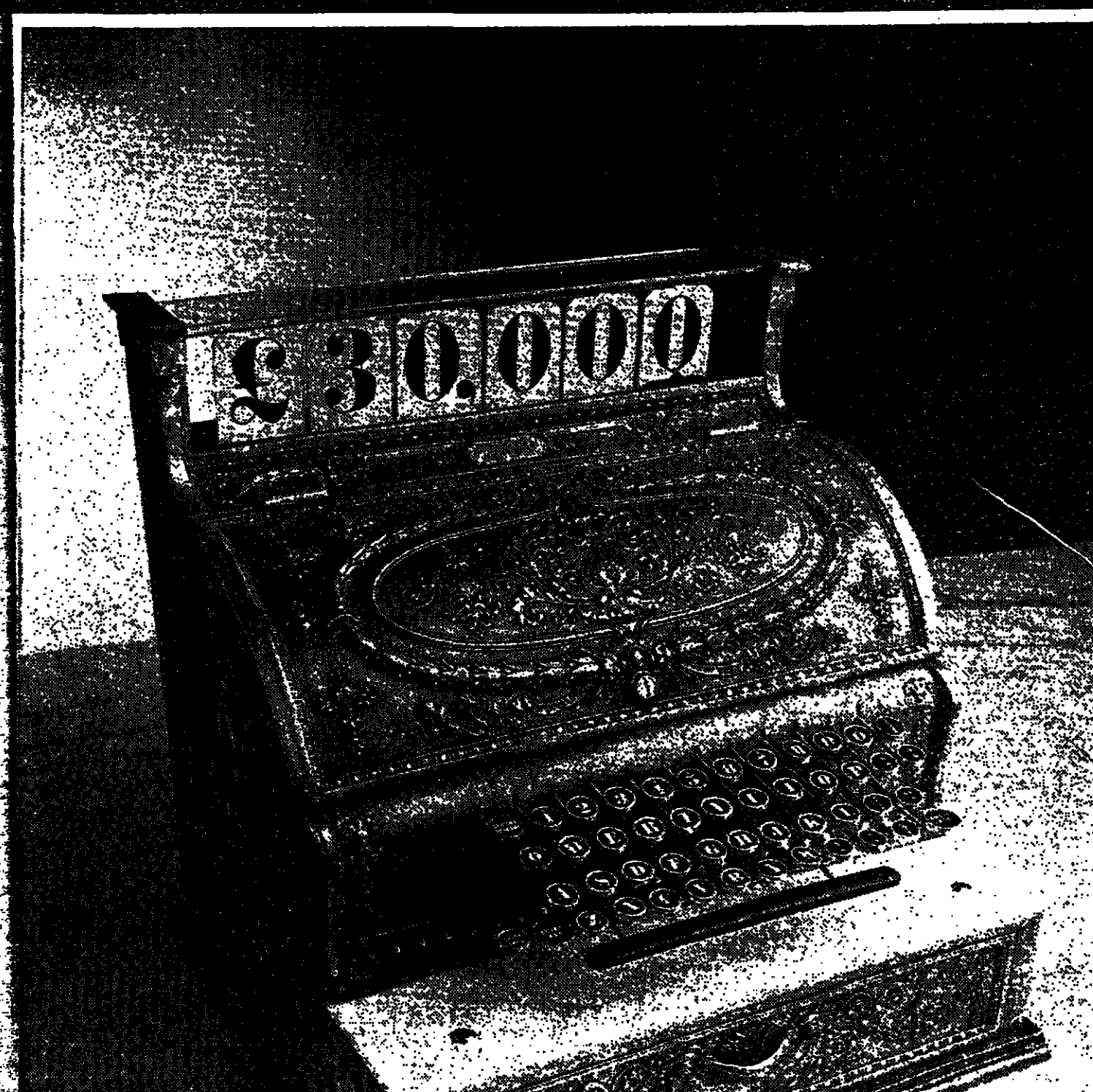
Although it costs 15 to 50 per cent more than conven-

tional copying it is quick, clearer and more accurate (no missing zeros at the end of orders or misty figures—all money—facts when labour is so expensive). There may be initial complaints when a changeover is suggested but they are nearly as loud as when, some temporary reason, office has to go back to old system. There is a bonus that these forms make a good, efficient impression on customers.

British form design has been a long-neglected art but it is catching up with the United States and the Continent. Even Whitehall has a department devoted to improving its forms. Wiggins Teape, not entirely altruistically, offers an annual prize for form design and gives free advice. The designer's scope widened by the ability to desensitize the paper more cheaply, to scramble print. This allows information to appear selectively on certain sheets in a sequence, excluding information where unnecessary or confidential. Business forms can be produced by the smallest litho printer for the smallest businesses in a variety of colours and weights, such as stiff card for the works.

Carbonless paper output is growing at double the rate of ordinary paper. Wiggins Teape's Idem brand holds two thirds of the 400-tonne British market. Rees Nashua and John Dickinson Transcript each have about 16 per cent and the rest supplied by Carr's, of Birmingham, and importers. Idem claims 13 to 14 per cent of the business form sales in Britain, a figure which speaks of its achievement and growth potential. The lively market promotes constant improvement in quality and service. Reed, for instance, has installed a £600,000 system to improve the finish of Nashua.

Idem pads recently went on sale to the public. Another market that is likely to grow is mass business correspondence. A machine using carbonless paper can print selectively an envelope and its contents at one pass. For general purposes A (210mm x 297mm) has established itself as the standard size of paper for business. More than nine tenths of it is the rag-free grades such as Reed's Plus Fabric, Dickinson's Crossover Script, and Wiggins Teape's Orbit.



Work out the cost of your secretary over the life of a typewriter—say seven years—and you're looking at a very hefty figure indeed.

Salaries alone will cost you somewhere in the region of £30,000; and that's only at today's rates.

Typing isn't cheap. And it's false economics to assume that a more expensive typewriter is more expensive.

Watch your secretary at work next time you give her a letter to type. Notice how she gets slower and slower as she nears the end. That's because she's wary of making a mistake and having to start again.

See how long she takes to correct a simple error. Watch her retrace what she's already done to underline something. And if it's an old typewriter she's using, watch her stop to rub her poor aching neck muscles after an hour or two.

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## OVERSEAS

## Encouraging signs in talks on strategic arms limitation pact

From Patrick Brogan  
Washington, Oct 1

Mr Cyrus Vance, the Secretary of State, will fly to Moscow in the second half of this month to solve the last differences between the United States and the Soviet Union on a new strategic arms limitation treaty (SALT 2).

After a second day of discussions with Mr Andrei Gromyko, the Soviet Foreign Minister, he said the talks had been useful but that differences remained between the two sides.

Mr Vance and Mr Gromyko had two days of talks in New York last week, where they were attending the opening of the United Nations General Assembly. Then Mr Gromyko went to Washington and spent much of yesterday discussing SALT 2 with President Carter at the White House.

Yesterday afternoon, after the meeting with the President, Mr Vance said: "We had a good constructive meeting this morning. There was movement on both sides of the issues as constructive."

Mr Gromyko was equally diplomatic. He said: "I must say that some signs have appeared of a certain movement towards some of the questions on which we had previously either not reached agreement or not reached full agreement." For him, that was an encouraging statement.

It was not really to be expected that these immensely complicated negotiations should be brought to a conclusion this early, although some of

those involved clearly hoped for such an exciting result.

President Carter said on Friday that he hoped an agreement on a new treaty would be reached by the end of the year. He said that he hoped that President Brezhnev would come to Washington in the new year to sign it. The invitation was extended early last year, but the Soviet leader let it be known that he would not come until SALT 2 was ready for signature.

Mr Vance can announce the successful completion of the negotiations in Moscow by the end of the month, it would be just in time for the elections.

Agreement between the two sides, after six years of negotiations, is clearly very close. Like the Camp David agreements, however, SALT 2 will only be ready for signature when the two sides have balanced all the issues and every clause in the proposed treaty and have weighed the reciprocal advantages and compromises.

The SALT 1 treaty expired a year ago, and the two sides had to issue an interim agreement to continue to abide by its provisions while continuing to try to work out a permanent treaty.

On top of the questions of what objectives the two sides should set themselves for SALT 3, SALT 1 and SALT 2 are intended merely to stop the spiral of greater numbers of increasingly deadly strategic weapons. SALT 3 would be a measure of real disarmament.

## Militia order for all-out attack on Syrians

Beirut, Oct 1.—The commanders of right-wing Christian militia forces have ordered an offensive against Syrian troops in Lebanon, a spokesman for the forces said tonight.

He was speaking shortly after an artillery barrage in Beirut shattered the lines in a series of clashes between the militias and Syrian troops who form the bulk of the 30,000-strong Arab League peace-keeping force.

The spokesman said: "There has been an important policy change. We have decided to move from the defensive to the attack. Our soldiers have been ordered to liberate Lebanon from the Syrian occupation forces."

The move followed a 10-hour battle in Christian districts of Beirut and surrounding villages yesterday in which an estimated 250 people were killed or wounded.

The weekend fighting in Beirut was the most extensive since the Arab League intervened to end the civil war almost two years ago.

Clashes broke out again today shortly after Mr Camille Chamund, one of the main right-wing leaders, declared that his militia forces would continue fighting until they had forced the last Syrian soldier out of the city. The militia forces were ordered to attack the Syrian forces in Beirut, and the Arab peace-keeping force reported that two people had been killed and 12 wounded by shell fire on the mainly-Muslim west side.



Chess match resumed: Anatoly Karpov writes on his score card and Viktor Korchnoi looks at the spectators as the arbiter opens the challenger's sealed move.

## Korchnoi win in game of errors

From Harry Golombek  
Chess Correspondent  
Baguio, Philippines, Oct 1

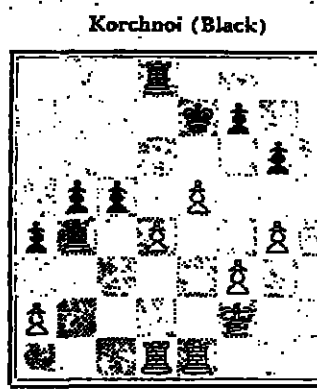
Just when all his supporters had given up hope for Viktor Korchnoi in his match for the world chess title against Anatoly Karpov, the challenger has struck back and won an extraordinary game full of interest but also abounding in errors.

These are mostly due to the world champion's settled policy of clamping quickly in order to induce his opponent to get into time trouble and, ingeniously though Korchnoi played in the twenty-eighth game, Karpov really had only himself to blame for the loss.

He started off with his usual Ruy Lopez opening and Korchnoi defended, as always this match, with the open variation.

This time he chose a somewhat risky line and Karpov established the better position with possibilities of attack on both wings of the board. Then, however, he moved much too quickly, for example, almost instantaneously with his 19 QxQ2, which was inferior to 19 KxQ4, and later compromising his position with 22 B-K4.

Korchnoi played most ingeniously during the later stages of the session, deliberately falling



Position at adjournment after 42 moves

into a trap that turned out to be advantageous for him. He took no less than 38 minutes to seal his forty-second move and this left him 23 minutes in which to make 14 moves.

The game was resumed today and Korchnoi's sealed move, though ingenious, was inferior to 42... R-K7 for Karpov could have replied to 42... P-QB4, with 43 K-K3 which would have drawn.

It seems, however, that the world champion's second had dismissed this possible reply as incorrect. So by a strange irony Korchnoi succeeded in winning fairly quickly with an inferior sealed move.

The score now stands at Karpov 5, Korchnoi 3 and 20 draws.

Korchnoi, who is due to have white in the next game, still stands in deadly peril since one slip and one loss loses him

the match. But he has improved his position noticeably all the same.

Twenty-eighth game. White Karpov, black Korchnoi. Ruy Lopez opening.

1 P-K4	P-K4
2 K-K3	K-K3
3 B-K5	B-K5
4 N-B3	N-B3
5 O-O	O-O
6 P-K3	P-K3
7 P-K3	P-K3
8 P-K3	P-K3
9 P-K3	P-K3
10 B-B2	B-B2
11 R-K1	R-K1
12 O-O	O-O
13 K-K3	K-K3
14 P-K3	P-K3
15 P-K3	P-K3
16 B-B2	B-B2
17 P-K3	P-K3
18 B-B2	B-B2
19 QxQ2	QxQ2
20 P-Q4	P-Q4
21 Q-K2	Q-K2
22 B-K4	B-K4
23 P-B3	P-B3
24 Q-K3	Q-K3
25 K-K3	K-K3
26 P-K3	P-K3
27 P-K3	P-K3
28 P-K3	P-K3
29 P-K3	P-K3
30 P-K3	P-K3
31 K-K3	K-K3
32 P-K3	P-K3
33 K-K3	K-K3
34 P-K3	P-K3
35 K-K3	K-K3
36 P-K3	P-K3
37 P-K3	P-K3
38 P-K3	P-K3
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41 P-K3	P-K3
42 K-K3	K-K3
43 P-K3	P-K3
44 K-K3	K-K3
45 P-K3	P-K3
46 P-K3	P-K3
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51 P-K3	P-K3
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53 P-K3	P-K3
54 P-K3	P-K3
55 P-K3	P-K3
56 P-K3	P-K3
57 P-K3	P-K3
58 P-K3	P-K3
59 P-K3	P-K3
60 P-K3	P-K3
61 P-K3	P-K3
62 P-K3	P-K3

## Rhodesia constitution nears completion

From Our Correspondent  
Salisbury, Oct 1

Rhodesia's new majority rule constitution is now taking shape. Mr George Smith, chairman of the drafting committee, announced today that nine of the 11 sections have been completed, with two dealing with the legislature and public officers—still to be passed by the Ministerial and Executive Councils of the transitional government.

Based on terms agreed in the March 2 internal accord, the section on the legislature allocated 72 seats out of 100 in the Lower House to blacks. The two governing councils have yet to agree to a proposal that these 72 seats be divided between the two main provinces of Mashonaland and Matabeleland.

It has been agreed, however, that the 10 senatorial seats allocated to the chiefs, five will come from Mashonaland

and five from Matabeleland.

According to a summary released by Mr Smith today, a section setting out a Bill of Rights guarantees freedom of movement, including the right to reside in any part of the country.

That means the Government will be repealing the Land Tenure Act, as agreed in the internal accord.

There will be a titular head of state, appointed for six years by a parliamentary caucus of Senators and MPs. There will also be an Ombudsman.

Mr Smith said the chapters already complete have been sent to the printers. Although he believed it was legally still possible to have the outstanding sections ready in time for general elections before the end of the year—as promised in the internal agreement—there were political and security factors which might make that impossible.

## Mr Smith would run real risks by visiting Britain

By Marcel Berlins  
Legal Correspondent

The presence of Mr Ian Smith on English soil would give rise to two separate issues: Britain's international obligations, not to give any help to him or his regime, and his own liability to be arrested for specific crimes.

By the Southern Rhodesia (United Nations Sanctions) (No 2) Order, passed under the Southern Rhodesia Act 1965, Parliament incorporated into United Kingdom law a Security Council resolution on steps to be taken against Rhodesia. Under it, Britain is specifically prohibited from allowing into its territory, other than on exceptional humanitarian grounds, anyone travelling on a Rhodesian passport, or anyone—whatever passport he or she holds—who lives in Rhodesia and has actively supported or encouraged the illegal regime there. Britain is also obliged generally not to give the illegal regime any assistance of any kind.

Allowing Mr Smith to land in England—even if only in transit—would be a clear breach of British law and of the United Nations resolution.

Mr Smith could also find himself under arrest, for a host of possible offences. The very act of Rhodesia's rebellion could arguably sustain a charge of treason against him.

But it does not stop there. Because the Rhodesian regime is an unlawful one, anything it does, or anything done on its behalf, is equally unlawful.

Thus, for example, detention by the Rhodesian police, or a sentence of imprisonment passed by the Rhodesian courts, is not legal.

In theory, therefore, Mr Smith could as head of the illegal regime be charged with everything from murder (arising from the judicial executions carried out) to false imprisonment, theft and sanctions-breaking.

In practice, of course, it is unlikely that the Attorney-General, whose responsibility it would be, would throw the book at Mr Smith. He has a discretion, on grounds of public interest, not to prosecute, and wider political considerations would obviously be dominant. The constitutional complexities if he did prosecute would be virtually endless.

Even if the Attorney-General takes no action, it remains open to private citizens to bring private prosecutions for some, though not all, of the possible offences lying against Mr Smith. There would be no shortage of people issuing summonses against him.

In addition, it would be open to anyone who has suffered any financial loss through Mr Smith's regime—such as Rhodesian exiles in Britain—to try to have writs served on him starting civil proceedings.

However exaggerated all these legal possibilities may seem for practical purposes, they are not totally out of the question. The risk to Mr Smith would be a real one.

## King Husain in search of moderate backing

Baghdad, Oct 1.—King Husain of Jordan toured the IF states today seeking the support of moderate Arab governments for a common stand on the Camp David agreements. He arrived in Iraq from Kuwait today to visit Saudi Arabia today.

Informal sources said the Jordanian monarch was likely to get a sympathetic hearing in Iraq, where the Government reacted to the agreement two weeks ago by calling a summit meeting of Arab leaders.

Jordan claims that the Camp David agreement does not provide for a full Israeli withdrawal from occupied Arab territories and ignores the rights of the Palestinians to self-determination.

Washington: King Husain said in a filmed television interview that there would be no wide upheaval in the Middle East if a peace agreement between Egypt and Israel was the result of the Camp David pact.

King Husain said he had submitted a long series of questions to the United States, seeking clarification on the main framework for peace, according to Camp David. Jordan's participation in the peace process would depend upon the answers he added—Reuters.

Mr Alfred Atherton, Britain's roving ambassador in Tunis today on his way to Camp David, told the press: "The Government has confirmed tonight that the American and Israeli leaders will meet in Washington on October 12, leading to the signing of a peace treaty between Egypt and Israel."

He said: "Iraq offered to send troops to Syria's Golan Heights to help Israel and proposed \$900m (£540m) fund to Egypt away from the Camp David settlement."

President Assad of Syria will travel to Russia early October for an official visit at the invitation of the Soviet Government, Tass said tonight. The main item of discussion during the visit will apparently be the Camp David accord—AP.

Leading article, page 13

## Iran police colonel shot dead by terrorists

From Tony Allaway  
Teheran, Oct 1

A police station commander was shot dead by terrorists in the holy city of Mashhad, east Iran, today. The officer, Colonel Morteza Zamanpour, was taking his son to school when the attackers struck. The boy escaped unhurt but the colonel's chauffeur was also killed.

Several strikes by public sector employees have been reported over the past few days and there was another walkout by 30 politicians in the Majlis (Lower House of Parliament) today as it met in emergency.

session to discuss the Government's new Bill for freedom of assembly.

The Government today declared that all dissident Iranians living abroad were free to return to Iran without fear of government reprisals providing they adhered to the constitution. A communiqué issued by Mr Manuchehr Atmou, the Minister of State, indicated this applied mostly to students who it said, had been manipulated by "alien forces".

Asked if this would apply to Ayatollah Khomeini, the minister hinted that provided he was prepared to respect the constitution, he could return too. The Ayatollah is, however, fiercely opposed to the basic concept of the constitution—the Shah.

## Soviet poet attacks glut of 'third-rate provincial verse' keeping real talent out of Moscow's bookshops

## Why Russia's finest writers go unread

From Michael Binyon  
Moscow, Oct 1

Rimma Kazakova, a well-known Soviet poet, has called for an end to the third-rate poetry she says is cluttering the shelves of Soviet bookshops. In a biting attack on Soviet publishing policies, she declares that provincial writers are favoured at the expense of real talent in Moscow.

She said that a visit to the House of Books, one of Moscow's biggest bookshops, revealed that there was almost no poetry worth buying there. The shelves were full of slim volumes by unknown authors which had remained unsold for years.

Poetry booklets of only a few pages were published in editions of 10,000, and more than 800 of these were on sale. Assistant complained that even at reduced prices they could not get rid of them.

The assistants, who had not read any of the poetry, were desperately trying to interest potential customers so that they could fulfil the shop's sales quota. "But no one wants these books, even for 10 kopecks", Miss Kazakova said.

In an article in *Literaturnaya Gazeta* which seems certain to stir up controversy, she complained that publishing houses put out such stuff not because

the poems represented anything new or had any aesthetic value, but simply so that the editorial boards could boast of people's rising cultural level.

Miss Kazakova was particularly angered by what she saw as favouritism towards provincial writers. Editors apparently decided that anyone who lived far from Moscow should for this reason be given priority.

"An editor will take a manuscript from such-and-such an author and think: 'Ha! He lives in Lipetsk (a town in central Russia) and has written a poem. It must be published'. Or, 'Here's a lad who's only 20, and he's already produced something. He must be published too'."

She remarked, sarcastically, that a singer with a chicken's voice would not be allowed to perform at the Bolshoi.

Such "unique literary exercises", she said, could and should be forbidden. They damaged the cause of literature because they lowered criteria and led to a devaluation of poetic works.

Soviet publishers believed that a poet living far from the capital should be published to give him encouragement and self-confidence. His next book would then be better.

More controversially, she criticized the amount of poetry

translated into Russian from the national languages of other Soviet minorities—Georgians, Ukrainians, Uzbeks and so on. As in Russian, she said, only the best poets from other republics should be translated.

Her remarks are a daring criticism of well-publicized official cultural parity given to minority groups within the Soviet Union, which she suggests smacks of patronizing condescension.

Miss Kazakova said she would only touch on the converse of this glut of worthless poetry—the acute shortage of copies of Soviet classics and books by many wonderful Soviet poets.

As she accurately pointed out, "you will not see them on the shelves. If you do, there are long queues."

Indeed, it is hard to find good Russian literature—old or new—in stock. The poetry of Yevushenko is sold out immediately a new edition is printed. Most selling of all to Russians today is the scarcity of works by the greatest of all Russian writers, Leo Tolstoy.

The Soviet Union celebrated the 150th anniversary of his birth this month with a pageant of films, television programmes and exhibitions. But the promised sovereign edition of his works by the House of Books was nowhere to be found.

## Princess rests after illness tops Tuvalu visit

London, Oct 1.—Princess Margaret was resting comfortably on board the New Zealand frigate Ottago in the South Pacific after being taken ill by a respiratory complaint yesterday, the Australian Broadcasting Commission said. The Princess, who is 48, was said to cancel her visit to Tuvalu islands, 600 miles north of Fiji, where she was to represent the Queen at independence celebrations. She will be flown to New Zealand tomorrow on a specially equipped New Zealand Force Hercules C130.

Lord Napier, her private secretary, said the Princess had contracted a severe upper respiratory tract infection similar influenza. But her condition described as satisfactory.

## Gunman kills envoy's wife and daughter on beach

Ankara, Oct 1.—The Austrian Ambassador's wife was shot dead and their daughter fatally wounded by a gunman on a Turkish beach yesterday, the Austrian Embassy said here today.

The spokesman added that police and gendarmes had so far failed to trace the killer of Frau Verena Laube, aged about 55, and Fraulein Andrea Laube, aged 30. Shots were fired after a man had spoken in Turkish to the two women on a beach 10 miles south-west of Fethiye on the Mediterranean coast.

Fraulein Laube's cousin, Herr Haydo Harms, aged 19, seized the gun from the murderer who, the spokesman said, was known to local authorities. There appeared to be no political motive for the crime.

Herr Harms, who was not hurt, took his critically injured cousin to hospital in Fethiye, but she died last night. Herr Heinz Laube, the Ambassador, who was visiting the site of Ephesus in western Turkey at the time, travelled to Fethiye last night.

He and Herr Harms are due to fly to Vienna with the bodies in a military aircraft tomorrow—Reuters.

## Million marooned by floods

Delhi, Oct 1.—Helicopters dropped food today to some of the nearly one million West Bengalis marooned by flood-water, but rescue operations were badly handicapped by a shortage of power boats.

About 150 people have died and 13,500 square miles are under water after unprecedented rainfall, according to official figures, but other reports speak of hundreds of deaths.

Seventy-four people were drowned 20 miles south of Calcutta when their bus skidded off the road into deep flood waters. Policemen and villagers rescued the remaining 10 passengers.

About 70 prisoners in a Burdwan jail escaped yesterday when a wall of the prison was pushed down by surging floodwaters—Reuters.

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## INELUCTABLE MICROELECTRONICS

The displacement of labour by new technology is in itself not new, but the pace of change has accelerated. A century's gradual adjustment has been compressed into a decade or less of rapid change, and the magic of microelectronics has brought forth the microprocessor, at once the totem both of opportunity and fear. It is still difficult for most people to comprehend the power of the advances made in the technology in recent years. From a single transistor on a tiny chip of silicon in 1960 to the equivalent of tens of thousands of transistors on a similar chip today. The power of a minicomputer on a chip by 1980, and that of a full-scale computer on a chip predicted for 1985.

This has been accomplished by a dramatic and unique fall in the price per circuit component as the industry has advanced towards very large scale integration or VLSI (paradoxically, very large scale integration means exceedingly small scale circuits). A function that cost £10 in 1960 was down almost to 10p in 1975, 1p in 1977 and is about 0.01p today. Microprocessors are setting the pace in computing. But their significance is much wider than this. They are becoming all-pervasive, appearing in "smart" new products and "smart" versions of existing products and making possible low-cost and widespread industrial automation. It is not surprising that they have attracted the attention of the Government.

As the article on microprocessors on another page indicates, it will not be possible to opt out of the application of this new technology in the hope of preserving jobs. This point was stressed recently by the Secretary of State for Employment. "If given technology offers significant competitive advantage, then either we grasp the advantage or we do not compete at all. If our competitors are boosting their productivity and reducing their labour costs by employing new techniques, and they are then we have no option if we wish to maintain employment and increase our standard of living," Mr Booth went on to warn: "There is no certainty about job loss if we do apply microelectronic technology. There is absolute certainty about job loss if we do not."

For worthy reasons, the Government is concerned to stimulate the production of microprocessors and other microelectronic components in the United Kingdom. But to concentrate on this would be to miss the main point. The importance for British industry of microprocessors lies in their use, not their manufacture. Their use affects the performance of virtually all sectors of industry, not merely the electronic sector. The Government must recognize and act on this in their forthcoming response to the recent report by the Advisory Council for Applied Research and Development (ACARD).

The rate of development in

Britain will be determined by two main factors. First, clearly, by the degree of acceptance of change displayed by both management and labour in individual companies and industries. Secondly, by the availability of skilled people able to programme the microprocessors for the tasks they are to take on. This software skill is of overriding national importance, such is the unusual nature of this new technology; what are the Government's plans for appropriate education, training and retraining?

Education is also the key to the wider problem—that of coping with the displacement of labour that inevitably will occur as the new technology is adopted. The jobs that will be lost directly are likely to be those of semi-skilled people rather than the skilled or the unskilled. More skilled jobs are likely to be created, but the new technology will affect all levels of jobs in the information-based service industries that will arise. For a given level of activity the Advisory Council on Applied Research and Development sums up, semiconductor technology (ie microelectronics) will reduce routine physical tasks, change many mental tasks, and increase requirements for creative, technical people. Changes in different industries will come at different times. ACARD recommends studies by Government and industry to assess the earliest possible sensible warnings of the changes to come, and action to bring them about smoothly and in a socially acceptable way.

## Car imports from Japan

From the Secretary of State for Trade

Sir, I will not myself comment on Mr Levin's amusing speculations today (September 29) on what I may or may not have been saying recently to the Japanese Ambassador about imports of Japanese cars; or indeed about Mr Levin's kind anxieties about my sanity. There happens to be available a more persuasive force than I can muster and that is in *The Times* itself. I refer Mr Levin to *The Times* editorial of February 9, 1978, which strongly advocated action against imports of Japanese cars. Perhaps you would like to reproduce it in your columns. In any event I have sent Mr Levin a photocopy with my compliments. I am surprised that he has continued writing for a newspaper which has in his view gone mad. Surely there must be some danger of contamination?

There is, however, one point on which perhaps even I can persuade Mr Levin. I am deeply appreciative of Japanese courtesy which I have experienced on many occasions. I am sure, with Mr Levin, that it was principally their courtesy and hospitality that restrained them from what he describes as their very natural desire to throw me down stairs when I visited Tokyo and spoke about imports of Japanese cars into the United Kingdom. I have a slight suspicion however that their desire to act so vigorously and unbecomingly is also motivated by their awareness of Japan's poor record of importing manufactured goods from even the most efficient developed countries. Like Mr Levin, I prefer free trade, but on a basis of mutual advantage. Yours faithfully, EDMUND DELL, Department of Trade, 1 Victoria Street, SW1, September 29.

## Blame for poor economic growth

From Lord Kaldor, FBA

Sir, Your two leading articles of September 2 and 5 raise such vital issues concerning the causes of Britain's poor economic performance that I hope you will allow me to make a rather belated contribution to the debate.

In your first leader you attribute "Britain's dreadful record of low productivity" to labour policies, bureaucracy, high government spending, progressive taxation, etc. as well as to the power and practices of the trade unions, who resist change and insist on remunerations which cause over-inflating.

But you do not explain how this view can be reconciled with the fact that in the forty years preceding 1913, when bureaucracy, high government spending and taxation did not exist, and the trade unions were much weaker, Britain's economic growth lagged behind that of Germany and the United States by at least as much as it did of leading industrial countries after 1945.

Nor can you account for the fact that Britain's rate of economic growth after the Second World War, until around 1965, was, in the unanimous view of experts, much higher than in any previous comparable period of British history, whereas the same could not be said of either America or Germany.

And you attribute no part of the blame to managerial incompetence, resulting from an antiquated system of social selection. Yet it is generally known and accepted that there is no other industrial country which holds the experts, the engineers, technicians, chemists, etc. in such low esteem, or which embraces the cult of the entrepreneur, or good social mixer, with such fervour.

The battle of Waterloo may have been won on the playing fields of Eton, but they have certainly not helped in winning the more persistent and continuing battle for retaining our place in the world market. In your second article you go out of your way to exonerate British management from any significant share of responsibility. You say that "if management were the key element, as Mr Prior suggests, then British managers would presumably manage badly wherever they were, and foreign managers would manage well."

You assert that all the evidence proves the contrary. But this is not so. The most extensive investigations of the comparative performance of British and American firms

both in Britain and America were made by Professor J. H. Dunning, of Reading University, who came to the opposite conclusion.

He concludes that American firms are more efficient than their British counterparts in comparative fields in Britain, while British-controlled firms are less efficient than their American counterparts in comparative fields in the United States. Moreover, he found that those United States affiliates in Britain who had United States managing directors recorded higher rates of return than those with United Kingdom managing directors.

But far more recent and dramatic evidence, which you ignore, is that of German businessmen, who view were reported on the front page of *The Times* of August 1, 1977. Thus Herr Buchholz, the manager of the Mercedes-Benz subsidiary in London, was quoted as saying: "Our British motor mechanics work as well as those in Germany," while Herr von Winterfeldt, chief of the British subsidiary of the Hoechst chemical concern, said that their 8,000 employees had a good record and in twenty years they only lost two days' output from strikes.

According to Der Spiegel, who organized the enquiry on the causes of "Britain's sickness," West German managers blame Britain's poor export record (in relation to Germany's) on "the poor quality of management, inadequate investment in the newest technology and bad treatment of staff." "Most British managers treat their workmen like dirt."

This, according to the heads of German firms (as reported in *The Times*) is responsible for the hostility of the British workman, who, in the face of injustice, goes straight to the barricades, even if by doing so he brings the firm on the verge of ruin."

No doubt, bad industrial relations, the bloody-mindedness and hostility of workers to management is a very important handicap of British industry, as compared to Germany's. But in looking for the cause of this state of affairs, it is a good principle to start at the top and not at the bottom and assign primary responsibility to the rulers, not the ruled.

Yours faithfully, NICHOLAS KALDOR, King's College, Cambridge, September 28.

## Details of TV programmes

From Mr James Bishop

Sir, Your report (September 29) that the Home Secretary is proposing to introduce a Bill to give effect to the provisions outlined in the Government's White Paper on broadcasting, including the establishment of the Open Broadcasting Authority to run the fourth television channel.

In this the Government is following the recommendations of the Annan committee, whose report was published last year.

However, the Government has decided not to follow another recommendation of the Annan committee: that the broadcasting organizations should be required to waive their copyright in programme information so that advance schedules of programmes could be made more generally available to the public, and it is to the implications of this decision that I wish to draw attention.

At present advance programme information is published only in the two programme journals, the *Radio Times* (for the BBC television channels and radio) and *TV Times* (for the commercial channels).

If a fourth channel is to be set up under a new organization then it will presumably wish to protect its programme information in the same way as the BBC and IBA, which means that a third programme journal will have to be launched to give details of these programmes.

Anyone who wishes to plan their week's television viewing, therefore, will be forced to buy three programme journals, which will put up their weekly outlay from 25p to 35p (assuming the new journal costs no more than the present publications). The majority of the Annan committee believed that the obligation to buy two programme journals was "an unnecessary and unfair imposition on the public." How much more unnecessary and unfair will be the obligation to buy three.

It is unnecessary and unfair because, if other publishers were allowed to make use of programme information in advance, then they would be able to offer to the public basic details of programmes of all television channels in a convenient and accessible publication. It is done for example, in the United States.

The White Paper rather lamely declares that "having considered the matter," the Government was "not persuaded that it would be justified in the present publication of programme information, or in waiving their copyright in programme information."

I hope the Government will be persuaded to reconsider the matter. The public interest is involved for, as Annan pointed out, the information currently available is derived from the use of public airwaves by public authorities. Yours faithfully, JAMES BISHOP, Willow Road, NW3, September 29.

## Breaking with Soviet cities

From Mr Vladimir Dobkin

Sir, I feel that the shameful attitude to the memory of Second World War dead expressed in the decision of some British towns to break off links with twinned Soviet towns should arouse an angry response among your readers.

Mr Cyril Carr's letter September 28, however, shows quite another attitude.

Yes, we fought only when we were attacked. This is a principle of our peaceful state and its people, one that has been confirmed throughout our 60 years of history.

Has he forgotten that the more the bombs rained down on Odessa, Kiev and other places in the USSR the fewer were dropped on London and other British towns?

Surely there must be people in Britain who remember that? Can it really be considered shameful to remember the past in Mr Carr's hometown, in that same Merseyside where, three years ago, I had the honour, together with representatives of the British Legion, to lay a wreath on the Cenotaph to the dead of the Second World War?

My father was killed at Stalingrad, fighting not only for his native land and his family, but for my coevals in England's Coventry. To me history is not so much a textbook as the memory of living people.

I am happy to say, however, that in my four years in your country it is only in the columns of newspapers, and not in real life, that I have encountered people who share Carr's views.

Yours sincerely, VLADIMIR DOBKIN, London Novosti Press Correspondent, Rosary Gardens, SW7, September 28.

**A baby born in space**  
From Mrs Elspeth Huxley

Sir, Russian scientists, your Moscow correspondent says, are hoping to achieve in the not-so-distant future a human birth in space (September 28).

Why will it be a better baby and grow into a finer human being? Will its delivery be more comfortable for the mother?

One would like to know the object of the exercise. The only one which presents itself seems to be that of glorification of the scientists' skill, an act of adoration of technology.

It makes one wonder: could God possibly have been right when he forbade Adam to eat of the fruit of the tree of knowledge, and Adam wrong when he disobeyed?

Adam (the first recorded offender against the Sex Discrimination Act) has, ever since, been gnawing away at this potent apple.

With what inspiring results: nuclear weapons, jumbo jets, microprocessors, an accelerating crisis of over-population. A baby born in space will take its place as the next magnificent achievement.

Yours faithfully, ELSPETH HUXLEY, Green End, Oaksey, Wiltshire, September 28.

## DANGERS THAT HANG OVER A PEACE TREATY

Negotiations on a peace treaty between Israel and Egypt are now expected to begin in Washington as soon as the Jewish New Year and Yom Kippur holidays are over, that is on or very soon after October 12. After the Knesset's acceptance last week of the principle that Israeli settlements will be removed from Sinai, there is no obvious reason why these negotiations should not be rapid and successful, and the treaty concluded within the three-month deadline set by the Camp David agreement, or even earlier.

Although the agreement seeks to set the proposed Israeli-Egyptian peace treaty within an overall "framework for peace in the Middle East", its wording clearly does not make the conclusion of the treaty conditional on any prior movement on any other front. On the contrary, whereas the treaty is to be signed within three months, and implemented within three years, the transitional arrangements for the West Bank and Gaza are to be for five years, which period is not to start until after an administrative council has been elected, which in turn depends on a further agreement between Egypt, Israel and Jordan.

It is by now fairly clear that Jordan will not in fact be prepared to negotiate such an agreement unless Israel first gives much clearer commitments about what will happen at the end of the five-year period, commitments which Mr Begin and other members of his gov-

ernment have stated very clearly that they will not give. Mr Sadat does not intend to allow this impasse to make the whole West Bank-Gaza section of the Camp David agreement a dead letter. He has said that if Jordan does not come in Egypt will be prepared to negotiate alone on behalf of the Palestinians. But the agreement sets no deadline even for the start, let alone the conclusion of these negotiations. One may guess that Mr Sadat will in fact want to get them started before the Egyptian-Israeli treaty is signed, but there is nothing in the agreement which justifies his insisting on their conclusion before then, and so far no indication that he has any intention of doing that. Formally, at least, the treaty is entirely a matter of bilateral issues, and all of these appear now to be settled in principle, so that the Washington negotiations should be simply a matter of tidying up some fairly straightforward details.

Yet the prospect of an actual peace treaty between Egypt and Israel, leaving the Palestinian and other Arab issues still unresolved, is undoubtedly viewed with real alarm not only by the Palestinians and Syrians and their supposedly steadfast friends, but also by King Hussein and by the rulers of Saudi Arabia and the Gulf sheikhdoms. King Hussein does not forget that Mr Begin is the leader of a party whose anthem declares that "Jordan has two banks: one is ours and so is the other." He

worries, perhaps fancifully but understandably, lest an Israel free from Egyptian pressure might revive these irredentist dreams. He also feels a responsibility for the recovery of the West Bank, including East Jerusalem, if not as part of his kingdom at least under Arab sovereignty of some sort.

The Saudi royal family feels a similar responsibility, particularly concerning Jerusalem, and also fears greatly the effect which any overt betrayal of the Palestinian cause might have on political stability throughout the Arab world. From that point of view an outright breach with Egypt could be equally damaging, especially if its effect were the fall of Mr Sadat's regime and the rise of a new Nasser or, even worse, a triumph of Marxism. A diplomatic offensive by the traditional Arab rulers can therefore be expected to try and persuade both Egypt and the United States to hold up the signature of the Egyptian-Israeli treaty unless or until Israel agrees to amend the Palestinian clauses of the Camp David agreement. Mr Sadat would no doubt like to fudge the issue, but by repeating that Israel has not abandoned her claim to sovereignty in the West Bank and Gaza, that she still expects to keep troops there even after the end of the five-year period, and that she has agreed to suspend settlement there only until the Egyptian-Israeli treaty is signed, Mr Begin and his colleagues are hardly making that easy.

Or by another all the converts argue, sometimes in detail, that the Labour Party has left them rather than that they have left Labour. In other words, they have not changed a small step like for a man of deep down the Labour Party has.

Under Hugh Gaitskell the Labour Party set itself with their sciences; under Sir Harold Wilson and Mr Callaghan power passed to a pernicious left minority and to the tyranny of trade union monopolists who surpass the worst excesses of nineteenth century capitalists. More than one contributor convert significantly finds a moral issue to justify his decision.

Mr Prentice, for example, says: "The adoption of the 1976 programme (of sweeping collectivism) on which the next manifesto would be based meant that I could not contemplate voting again." Did not Hugh Gaitskell, in 1960, the battle to amend Clause IV of the Labour Party constitution? "There is pretty obviously a conspiracy going on now between the unions and the government," writes Mr Graham Hough. When was there not since the trade union brought the Labour Party into existence and became its paymaster?

Alan Chalfont argues that until 1964 Labour was a social democratic party and has now radically changed until it is no longer sound on western defence and foreign policy. What about the 1930s, the Keep Left group of the late 1940s, and the Bayesianism that Aneurin Bevan killed off with his phrase about sending the British Foreign Secretary "naked into the council chamber" without nuclear weapons?

Mr Kingsley Amis rightly regards workers' control of the communications media as reason enough for voting Tory, and Mr Paul Johnson, who stomached much, cannot stomach any more than I can, the closed shop. Mr Hugh Thomas condemns Sir Harold Wilson for not cutting free from the unions and for allowing a lurch to the left, and he sees Labour's Programme 1976, like and collectivism, as "a blueprint for setting up a state comparable to those of East Europe."

It is intensely agreeable, of course, for some of us to find that the moral and political judgments we have held for years are now coming into intellectual fashion again, and are acquiring a respectability that Patrick Cormack's eight converts would lately have denied us. Let the fatted calves be killed!

## Opposing racism

From Mr Maurice Cooke

Sir, A constant propaganda is inducing us to believe that the supreme evil of our time is "racism", to use the slogan word freshly coined for this purpose. It is a word which is used to describe evil not in itself, but it is surely not the supreme evil, which is the disappearance of the open society beneath the assaults of fascist and socialist totalitarianism.

Genuine anti-racists should recognize that once we have lost our society to a single political party the decision as to whether it shall be racist or not will be taken by the party bosses to suit their political convenience, propagated by a controlled press and enforced by a secret police. One suspects that anti-racism is being made a sacred fetish by the totalitarianists of the SWP, advance unnoticed. What is the use of avoiding cholera if we die of typhus? Yours faithfully, MAURICE COOKE, 8 Menai View Terrace, Bangor, Caernarvonshire.

## Born deaf

From the Director of the Royal National Institute for the Deaf  
Sir, Deafness so rarely enters public debate that it is gratifying that one of our advertisements has prompted correspondence in your columns (Mr A. Coates' letter today, September 30).

The advertisement to which Mr Coates objects exposes rather than reinforces current "Victorian attitudes towards deaf people and calls for a more open and public response. Without society's help and understanding deaf people will continue to be misunderstood, humiliated and ridiculed.

Only recently I did battle with a large firm whose television commercial portrayed a deaf man as "a deaf guy" who could not hear. The advertisement featured in tasteless jokes on television and in the theatre. There would be outrage if blind or physically disabled people were the subject of similar butts.

Deafness is more than loss of hearing: it is a barrier to enormous speech and learning problems on children, often never overcome. It isolates, totally, and the attitude of a largely uncaring society is an additional burden.

Yours faithfully, ROGER SYDENHAM, Director, The Royal National Institute for the Deaf, 105 Gower Street, WCL.

## Saving The Grange

From Mr Matthew Saunders  
Sir, I noted with great interest the photo and extended caption (September 25) drawing attention once again to the plight of The Grange.

This magnificent Grade I building, described in the 1972 Council of Europe exhibition by "one of the most remarkable neo-classical houses in Europe", saved by the Government from the Scylla of demolition, now faces the Charybdis of unpleasant decay.

Although detailed plans have been prepared by the Department of the Environment for its consolidation, the work has not yet been authorized. Instead DoE architects are given the melancholy duty of monitoring this masterpiece's gradual collapse in surveys every three months.

However, the Government can no longer plead poverty. If we now assume that the plans to construct an "interpretation centre" at Chiswick House have been laid to rest, and I understand that we can, then the £180,000 which that scheme would have cost should be redirected now, in its entirety, to The Grange.

Otherwise C. R. Cockerell's psalm of praise on the building—"There is nothing like it on this side of Arcadia"—will become true in the literal as well as the poetic sense. Yours faithfully, MATTHEW SAUNDERS, Secretary, Ancient Monuments Society, St Andrew-by-the-Wardrobe, Queen Victoria Street, London.

## Legal archives

From Mr Timothy Knight

Sir, Dr Watts (September 25) forgets that the legal profession is not only a public service but a public utility. It is a service which is essential to the functioning of the legal system, and it is a service which is essential to the functioning of the legal system.

The inference from Dr Watts's contention that solicitors should be made to take a more enlightened attitude is that they should foot the bill. But why should they? They are in business to earn a living.

We must await the report of the Royal Commission currently sitting before making a final judgment on how good a living that is; for my part, I would not be surprised if it emerges that such factors as the effect of inflation on working capital requirements (which must be financed out of after tax income), second class tax treatment on the funding of pensions and the difficulties of financing partnership succession result (contrary to popular belief) in an under-remunerated profession.

Be that as it may, I cannot see that the legal profession should be subjected without reimbursement to the burden which Dr Watts suggests.

More serious is the question of confidentiality. Dr Watts assumes the legal profession to hold material "in trust for all". On the contrary, it holds each item in trust for the individual client.

The individual's ability to take legal advice in the certain knowledge that his confidence will be observed is fundamental to our free society.

No doubt Dr Watts will say he is only interested in "historic" material. But who is to say what is historic? And who is to say when (if ever) release of information will not result in the very prejudice

which professional confidence is intended to avoid?

To allow (let alone compel) lawyers to breach this confidence would be a step inevitably towards the system of human rights prevalent in Russia today. The limited powers to require disclosure which the Inland Revenue already has can only be deployed. To go any further would be disastrous.

Yours faithfully, TIMOTHY KNIGHT, Ashfield Place, Huby, Leeds, September 26.

From Mr Eddie Scott

Sir, May I, as a librarian, endorse the letter from C. T. Watts appealing for the preservation of legal documents?

It is quite understandable that a local legal establishment, local business houses or their successors may from time to time wish to weed out their business records, but it is right to insist that these records, while no longer a business asset to the organization concerned, are nevertheless a public asset in that they may consist of unique material for the local historian.

May I appeal to all members of the legal profession who are disposing of local material, and also to all local organizations, to offer their unwanted historical material to their Records Office or local library?

It may be that not all of this material needs to be retained for posterity, but surely the best people to decide are those whose chief concern is the collection and maintenance of that historical material which serves to define the past of our local communities.

Yours faithfully, EDDIE SCOTT, South Coast Road, Peacehaven, East Sussex.

## Grants for transport

From Mr Timothy Raison, MP for Aylesbury (Conservative)

Sir, It would be a pity if the lamentable speech by Mr John Horam, Parliamentary Under Secretary of Transport, reported in your columns on Saturday (September 23), were to pass without comment. It was implicitly told local authorities that if they choose to spend less of the money they receive through the transport supplementary grant on bus subsidies and more on other forms of transport provision, they face a reduction in their grant.

Whether or not bus subsidies are desirable is not the point. What is the point is that once again central government is seeking to undermine the independence of local government and to treat it as no more than its agent. There is no reason why the transport supplementary grant should be used as a precise intervention tool, as it was expected to be in the past.

Mr Horam's speech smacks of corporatism. Yours faithfully, TIMOTHY RAISON, House of Commons.

## Shorter prison terms

From Mrs Elizabeth A. Searle

Sir, In 1893 my great grandfather Robert Johnson published a pamphlet in which he pleaded for a more humane attitude in sentencing prisoners, particularly women prisoners.

He quoted the example of the Recorder of Liverpool, Mr Hopwood, QC, who "acted on the uniform principle of giving lenient sentences and by discharge whenever possible on recognizances."

The legal chairman of Quarter Sessions wrote in February 1891,

"The only result of Mr Horwood's weak administration of the law will be that all the rascality of the country will flock to Liverpool!"

Those fears proved groundless as the fifteenth Report of the Commission of Enquiry showed. It stated that: "Never since the first publication of returns of crime in Liverpool (ie, since 1857) have the statistics disclosed so small an amount of crime or so large a success in making criminals amenable to justice as those for the year ended 25th September, 1931."

When Mr Hopwood took office in 1886 the number of indictable offences stood for the year at 5,626. After six years of merciful administration, which was expected by his critics to fill Liverpool with crime, the numbers stood (for 1892) at 3,171 only.

My great grandfather's conclusion was that "Society may become even more secure, in proportion as it becomes more merciful."

Yours faithfully, ELIZABETH SEARLE, 8 Thornton Hill, Exeter, Devon.

## Free market in Chile

From Mr Richard Bourne

Sir, Before a new myth is established about the efficacy of the Chicago boys in Chile, I would ask Tim Congdon (September 20) one question. Would these results have occurred without the destruction of Chile's historic trade union movement? The one aspect of a free market which does not exist in that country is the right of organized labour to bargain freely for its reward.

Yours sincerely, RICHARD BOURNE, 65 Lee Road, SE3.











## MANAGEMENT

This week members of Sir Harold Wilson's committee on the functioning of the financial institutions will be receiving the first draft of a report on small businesses prepared by a sub-group of three members.

The three—Professor Joan Mitchell, of Nottingham University, Lord Allen, of the Union of Shop Distributive and Allied Workers, and Mr Zachary Peierley, a small businessman—have left the issues fairly open at this stage, but the whole committee will be putting its name to a more positive report on small businesses by the end of the year.

The sub-group has taken a two-pronged approach: the role of small businesses and their access to finance. They have specifically avoided covering the same economic ground as the Bolton committee report published seven years ago.

The fact that it is Sir Harold's committee which has gone out of its way to cover the problem is symbolic of the changing attitude to small businesses, and ironically it was during Sir Harold's premiership in the 1960s that the centralising drive towards conglomerated industry was at its furthest.

Repentance came with the Bolton committee's report which specifically addressed the importance of the sector to the economy but took the view that its decline both in vigour and numbers was probably over.

It was the realization that the decline was continuing and the mounting unemployment figures that prompted a resurgence of interest which culminated in the appointment of Mr Harold Lever, Chancellor of the Duchy of Lancaster, as the minister with special responsibility for small businesses almost a year ago.

The fashionable argument then was that if all Britain's small firms took on one extra employee something over a million people would be taken off the dole queues overnight. This neat formula also nicely fitted in with the recognition that a resurgence of investment by large companies would probably mean fewer jobs than more jobs.

Inevitably the argument has taken a few knocks, but the enthusiasm remains, and Mr Lever, by common consent, even from some Tories, has achieved much. Initially he impressed the lobbyist as a grasp of small business's specific problems though this was accompanied by doubts about whether a Labour Government could possibly introduce any of the right measures.

At first there was a rash of state-

## Bringing small business to the boil

Bryan Appleyard discusses the change in attitudes to a key sector of the economy and examines the incentives now being devised to support it

ments of intent, invocations and promises from all quarters but these were accompanied by broad hints that there were goodies to come in the Budget.

The goodies were duly delivered in the form of a tax change package including new retirement relief, roll-over relief on gifts, loss relief on loans and guarantee payments and changes in capital gains tax.

Swiftly preempting the charge that it was enough, Mr Lever announced he was following up the £200m package with investigations into four possible areas of further aid: a way of enabling the small businessman to compete for savings, interesting the institutions in small businesses, a loan guarantee scheme and finally the possibility of big conglomerates living off subsidiaries.

In addition, a drive to channel more government contracts into small business seems ready to get off the ground while a further package of tax concessions is on the cards.

All of this represents a triumph for Mr Lever's pragmatic approach to the problem. His work has been aimed at the detailed solution in particular areas. In contrast the Wilson committee is likely to come up with a more fundamental approach.

The key here is the realization that the legendary Aunt Agatha with a small nest egg to invest in the engineering

company round the corner has vanished for ever. There are two reasons: taxation makes institutional investment such as life assurance many times more attractive as well as distinctly less risky (Aunt Agatha is likely to have less money these days anyway) and secondly the vast range of available investment vehicles these days has transformed the lady's view of the world.

So the private investor's money has gone into the institutions, specifically pension funds. Sir Harold's started comments about the quantity of cash going into pension funds suggest the committee's thinking is veering very much in the direction of pushing those funds into desirable target areas—probably small businesses are high on the list.

This, of course, has wider implications. Coercion of pension and life funds into small businesses might not be too controversial, but directed investment, with the national or social benefits dominating normal market considerations, would perhaps have too essentially Conservative small business lobby to tolerate.

But in reality it is only in the political arena where the small business issue is being decided. Labour's espousal of the cause has been a result of apparent success in pushing through measures which otherwise might look

a little too capitalist for this left wing, has pulled a fairly substantial rug out from under the Tories.

Much of the Conservatives' detailed programme has been adopted by Labour. As a result using small businesses as a specific political platform is seen by some Tories as just a way of drawing attention to Mr Lever's achievement.

The Tory line is now very much that small businesses would be bound to thrive in a genuinely free enterprise environment and a return to business confidence with the help of an easing in the legislative burden—notably in the Employment Protection Act—and an enterprise tax package.

One consideration in the mind of Mr John Knott, shadow secretary of state for trade, is for losses made by individuals investing in new businesses to be allowable against the individual's tax bill, as in the United States.

Another consideration known to be in the minds of some Tory thinkers is the idea of copying American legislation, which prevents large companies, for example retailers, demanding low prices from suppliers and getting them without those prices being available to smaller customers of the same supplier.

But generally the Tories have lost a small business programme to Mr Lever.

One interesting idea that may well be about to go by the board because of this loss of Conservative momentum is the idea of creating a new category of company. This was distinctly favoured by some Tories and effectively meant splitting off all companies below a certain size so that they could be easily defined for the purposes of tax incentives and granted a lower level of disclosure requirements.

Labour does not seem keen on this idea as there are fears that it would open the way to more taxation abuse. Politically it might run into the problem of being seen to be too obviously creating a resurgence of private wealth.

Overall much is about to happen in the form of discussions and action on small businesses. Longer term there is a real danger of the issue ultimately going out of fashion and losing momentum because either Labour does not want to do any more or the Tories have decided to concentrate only on the wider economic front.

Future progress depends on how far Mr Lever can go, the result of the election and the findings of the Wilson committee.

Finance, at least, does not seem to be too much of a constraint, however. So far the Americans have been drawing on their personal resources largely the proceeds of their successful previous ventures in the United States. But performance to date has brought in other would-be backers who are tempted by the combination of a high-risk, high-return investment which, if it comes right, holds out the hope of impressive capital gains as well.

Christopher Wilkins

## LETTERS TO THE EDITOR

## Attitudes to the proposed new European Monetary System

From Mr J. Leech

Sir, It seems right that an initiative as bold as the proposed European monetary system should not be translated into practice without mature study. It may also be justifiable on domestic grounds for the Government to pursue its reaction to anti-European supporters in a position with some patience. But is Mr Healey serving either objective, let alone securing for us the benefits of currency support and real transfer of resources which the system promises?

On every major European development so far (Coal and

Steel Community, EURATOM, the EEC itself, direct elections) we have seen that the posture of Copeage will not arrest the tide. To grand a wide-ranging view, let us consider the consequences in principle to an ultimately hammered-out solution buys a vote to influence its terms.

Hard-faced pursuit of national interest within Community councils has made our stock stand low. Nor, after four years of world recession, is there among our partners the lofty idealism which in the 1960s made them feel incomplete until our belated entry had been achieved. It would

be most unwise to push our luck, especially on the basis of tactics which on all previous occasions have proved disastrous. Finally, I do not recall that the strength of the leading currency of the time provoked doubts about our signing the Bretton Woods agreements. That act provided a shield which enabled much new investment to take place and still allowed us a dynamic (and not inoperative) social revolution.

Yours faithfully,  
J. LEECH  
8 Chester Square, Mews,  
London, SW1W 9DS.  
September 28.

## Design philosophy in the car industry

From Mr Andrew C. Grillet

Sir, It is clear that my letter of September 14 has been misunderstood. My criticism was aimed, not at the purchasing policy of British Leyland, as suggested by Mr Parker, but at the current, cramped design philosophy exacerbated by "merger mania".

My point is that, in electronics, enormous emphasis is laid on the need to design around sub-assemblies common to very diverse products. Thus the car manufacturer should not be a "highly specific component" (Mr Bestall's letter). It should be three sub-components common throughout mechanical engineering: a gas flow control valve, a gas flow measuring device and a liquid flow rate control valve coupled to the flow measuring device.

If this approach was taken, advanced design of one of these sub-components, say to allow its use in Concorde's lubrication system, would be of benefit to all users including,

perhaps, soft drink bottlers. To meet such requirements it would be necessary to design to aerospace quality, while to meet the requirements of manufacturers of consumer products, the performance must be maintained without the need to "name" the finished product. This would result in a bigger market for a higher quality component.

As to the subject of industrial relations, until now it has been corporations are managed by people who can relate to their employees as their equals, the best we can hope for is that the effects of merger mania be minimized.

Yours faithfully,  
ANDREW C. GRILLET  
43, Fieldway Crescent, London, N5 1PU.

## Learning about the silicon chip's potential

From Mr John A. M. Hennings

Sir, I heartily concur with Lord Berron (Business News, September 21) when he argues that the problems caused by the introduction of microprocessors need urgent and careful study. Indeed, a group within the Liberal Party are studying the potential of MOS technology and its effects on society.

However, an equally important aspect for the application of resources will be the education of all as to the ability of the microprocessor and the possible changes in attitude to and nature of work.

For example in the leader of September 16 in the Daily Telegraph, Margaret Joachim was quoted as suggesting a retirement age of 18 in her speech at the Liberal Party conference. This is a case, although more prominent than most, of a suggestion—which in this case was not entirely serious—being taken out of context.

The only method I can visualize of ensuring that rational discussion of the position of work in society can take place is education as to the potential of silicon chip technology for all including those who would consider themselves "educated".

Only then will it be possible to discuss without the possibility of decision suggestions such as eliminating the retirement age and a rethink of the position of retirement.

Yours faithfully,  
JOHN A. M. HENNING  
(Chairman, Bromsgrove and Redditch Young Liberals),  
1 Staple Flat,  
Lacey End,  
Bromsgrove,  
Worcestershire B60 1HD.  
September 21.

## Construction industry report commissioned by CABIN

From Mr John Armit

Sir, Your headline "Making a point to CABIN" given to Mr Michael West's letter of September 26 indicates a complete misunderstanding of the situation.

CABIN, requiring an independent assessment of Building Britain's Future, commissioned the Economist Intelligence Unit report and so are fully aware that it was prepared independently of CABIN,

that its conclusions are solely those of the EIU and that the statistics are taken from official sources. They are all points brought into question by Mr Wood, (September 20) of UCAIT, not by CABIN.

Yours faithfully,  
J. A. ARMIT  
Director, Campaign against Building Industry Nationalization,  
Romney House,  
Tuford Street,  
London, SW1.

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## Trouble-shooting with an American flavour

Last week, at a thinly-attended meeting in London, the board of Change Wares, the market leader in wire shelving for food stores and supermarkets, won shareholder approval for the company's second rights issue in a year.

Despite rumblings in some corners of the financial press, no questions were asked, no votes were cast against the proposed capital increase and the proceedings were over in barely two minutes.

But while the Change Wares board, headed by Mr Geoffrey Rose, a 47-year-old former management consultant, evidently has the full backing of its shareholders, the City's attitude has been more mixed. Change Wares is one of three troubled companies into which Mr Rose, backed by a group of Americans, has moved in the past year, and stock market doubts about their prospects are amply reflected in current share prices.

Change Wares's ex-rights price of 15p is far cry from this year's high of 43p; Crellon, an electrical and electronics components distributor, is bumping along at its year's low of 15p; and Audiotronics, which owns the Lasky hi-fi chain, stands at 23p, close to the level it reached immediately after Mr Rose moved in to rescue it from near-bankruptcy.

Concern does not just focus upon trading prospects, although at three companies, where in deep difficulty when the Mr Rose team moved in. Change Wares has told its shareholders it is considering buying an American company, BassanBlessing, which is controlled by Mr Rose's American backers.

There has been talk of Crellon acquiring Nytronics, which is likewise controlled, and this kind of proposition, as Mr Rose and his American co-directors are well aware, is highly sensitive territory in the City.

There is also the question of whether the decision to take on three problem companies in such rapid succession raises the risk of over-extending a management group which has still to establish its long-term intentions and track record.

Mr Rose's previous venture into Central Wagon was far from successful. He took over there in 1972 when it was making big losses, and after turning it round saw profits



Mr Geoffrey Rose: a simple formula.

collapse again in 1975 before he resigned.

To date, however, matters are progressing well, and there is no doubt that Mr Rose and his colleagues have hit on an attractive formula. While Mr Rose, as chairman and a prominent shareholder in each of the three companies, has attracted public attention, Mr Dan Sullivan and Mr Benson Selzer, two of his backers, have been applying the same techniques in the United States for six years.

The approach is simple enough: identify companies which are basically sound but which have run into difficulty and do not have the management or balance sheet strength to find their own way out; inject new cash in return for an equity stake of not much less than a quarter; turn to shareholders for further funds in the form of a rights issue which rather than lose their entire existing investment, they have every incentive to provide; then, with a breathing space from the bankers as a result of the improved balance sheet, tackle the problems.

Change Wares, for example, ran into serious difficulty in its German and French subsidiaries last year. In Germany there was a £240,000 loss and a further £650,000 had to be written off to cover disposal costs. At the same time trading

at home made a loss of £580,000, largely because of problems of internal management information and inability to adapt costs to lower real sales volume.

Allowing for a tax credit, the group net loss for the year was £905,000. Change Wares was left with net current liabilities of £604,000, gearing at some 80 per cent of shareholders' funds and a cash crisis.

In August last year Mr Rose and four Americans, including Mr Sullivan and Mr Selzer, joined the board, injected £270,000 of their own money and raised about as much again through a rights issue to find their own way out; inject new cash in return for an equity stake of not much less than a quarter; turn to shareholders for further funds in the form of a rights issue which rather than lose their entire existing investment, they have every incentive to provide; then, with a breathing space from the bankers as a result of the improved balance sheet, tackle the problems.

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## Whitehall publicity boost for Docklands

Ambitious company secretaries looking for new premises could be forgiven for thinking that Docklands has nothing to offer them.

The area's publicity material may hail it as "the biggest industrial development in the world" but due to limitations on the advertising regional employment schemes, it is one that has largely been ignored in this country.

True, the prospects of opening up new firms in Canary Wharf and Wapping have been floated at exhibitions in Japan and throughout Europe. But at home, it has been a different story. That has now changed, thanks to the Department of the Environment, which has decided to give the Docklands development team the chance to promote itself throughout the United Kingdom.

Given the blackout on news about Docklands, which has applied outside of London for the past two years, it is worthwhile looking at the scheme, estimated to spend more than £200m on trying to persuade industry to return to London. Docklands is a new venture

## Industry in the regions

in industrial development schemes. It is a partnership between the Government, the Greater London Council, and five East London riverside boroughs: Greenwich, Lewisham, Newham, Southwark, and Tower Hamlets; each has been particularly badly hit by shrinkage in its traditional sources of jobs and income—the Port of London.

The scheme was first set up in 1976 with the belief to "use the opportunity provided by large areas of London's Dockland becoming available for redevelopment to redress the housing, social, environmental, employment/economic, and communications deficiencies of the Docklands area and the parent boroughs and thereby to provide the freedom for similar improvements through East and Inner London". Its success has so far been

limited. In housing, roads, and environmental works, the scheme, which is administered by the Docklands Joint Committee, a body of all the interested parties, is ahead of schedule. Yet on industry, it is proving disappointing.

The London International Trade Mart, which is due to provide six million square feet of showroom space for the clothing, furniture, giftware and domestic hardware industries and employ 12,000 people, has been postponed because of a lack of financial backers. The largest project which seems likely to be successful is the Billingsgate fish market to a site in Tower Hamlets.

Whether this current impasse will be overcome remains to be seen. Certainly DJC has not been free of its own internal problems. It has taken some two years to find someone who is willing to take overall responsibility as chief executive for the project.

One of the major problems facing the DJC is public transport. A key feature to their strategy is the construction of

the Jubilee tube line through the East End to Thamesmead. But the Government has steadfastly refused to back this and the promises of the GLC to "go it alone" on the scheme seem hard to accept without a large price to pay for rate-payers in the whole of London.

DJC planning officials have also been disturbed by the reluctance of manufacturing industries which have, for time being, relinquished their major interests in the area, to support redevelopment proposals.

The next few years will prove whether the DJC can overcome these obstacles. The area certainly, on paper, has a lot to offer. 80 hectares of land currently available for development and some 250 hectares coming on to the market. The workforce already exists and will be living in more than 10,000 new homes by 1983. Private capital, however, still waits in the wings, and there will be a number of interested parties watching the first major employer to accept the East End's advances.

David Hewson



# Searching for new ground

Hopes that the deferral of the election could lift the equity market into a new trading range above the 550 level on the FT 30 share index have proved short-lived—or, at least, premature. With the pay issue shaping up to become much trickier than the market had generally assumed, and much more rapidly than expected too, the early September bubble of euphoria has been decisively pricked. A good deal of the recent volatility can doubtless be put down to the jobbers, but that cannot conceal the fact that, for the moment at least, the market has again begun to doubt the firmness of the footholds above the 500 mark.

In a sense, that should not be too much of a surprise. What was noticeable earlier in the month when equities were starting their climb was that gilts were showing no great inclination to follow. Admittedly dividend prospects have improved, street money rates are less attractive than they were a month ago and some funds feel themselves overweighted in gilts. But the fact remains that the long-end of the gilt market is still offering yields of 12½-13 per cent against an average of under 5½ per cent on shares.

It might be argued, on the basis of prospective dividend growth comfortably into double figures over the next couple of years, that this is not stretching the reverse yield gap too far. Indeed, it is probably only a matter of short term confidence whether the gap is 7, 7½ or 8 points, although the difference may be worth up to 50 points either way in terms of the 30 share index.

The fact remains, however, that it becomes increasingly difficult to see the index having much room for manoeuvre above the 550 level until there are firm signs that gilt yields are going to fall. As yet, there is no blinding sign that such a development is imminent. Indeed, about the only comforting sign that has shown from the gilt market over the past few days has been that investors seem willing to nibble every time long yields slip back towards the 13 per cent level. For the rest, the institutions, quite understandably, are playing a wait-and-see game.

They want to have a better idea of what is likely to come out of the melting pot on pay, the exchange rate (as influenced in particular by pay, North American interest rates and the European Monetary System) and price rise projections for 1979.

## Insider trading

### A way out of the impasse

What is to be done about insider trading? Two attempts at producing a legal definition, a narrow one in a Conservative Bill in 1973, and a more wide-ranging definition in a draft Bill published at the end of the last session, has led to a growing feeling that the task may be impossible and best left



Patrick Neill, chairman of the Council for Securities Industry.

self-regulatory mechanisms now bolstered by the new Council for the Securities Industry.

Yet those self-regulatory mechanisms have yet to demonstrate that they can overcome the problem and it is easy to see why City opposition against a law to outlaw insiders could be misconstrued by its opponents. With the argument about self-regulation of the City as a whole far from settled, opposition to an insider trading law would be just the spur required to tip the liberal balance towards those who favour the British version of a Securities and Exchange Commission.

So the City must be very careful about how it conducts its debate, remembering at whatever the difficulties about defining

an "insider" the idea of insider trading is held in universal approbrium by politicians and the City alike.

Insider trading is like accepting a bribe: it should be perfectly clear to the individual concerned what he is doing. To profit by inside knowledge at the expense of other shareholders is a form of theft. There can be no justification for not finding a definition that will at least allow the worst perpetrators of such actions to be brought to book as criminals.

The question is how. The solution could well lie in the draft Bill published as a White Paper by the Department of Trade at the end of the last session. A lesson can be taken from the Select Committee on Nationalized Industries which has just taken another draft bill on the reorganization of the Electricity Supply Industry and held pre-legislative hearings on it. The result was that in considering the detail of the Bill it was able to discuss the far wider implications that the Bill raised.

Pre-legislative hearings would be the ideal forum for debate on the draft Bill to reform company law which contains the insider trading clauses.

On the experience of the Nationalized Industries report it would be possible through the taking of evidence to narrow the points of difference, or alternatively to show them as being so wide that legislation really is impossible. But detailed discussion and examination of witnesses is more likely to produce meaningful legislation than partisan statements from different interest groups within the City. A genuine attempt to reach a satisfactory solution would also prevent accusations that the City either did not care or was simply prepared to turn a blind eye to abuse of its system.

Unfortunately there is not an equivalent of the Nationalized Industries select committee which could examine the Bill, but the Select Committee on Procedure which also reported at the end of the last session recommended a limited form of pre-legislative hearings.

The draft Bill deserves parliamentary time. When it is referred to a standing committee for detailed perusal, evidence should be taken from all interested parties. In that way legislation that it has been widely recognized has been needed for nearly two decades will stand its best chance of reaching the statute book.

## Company profits

### The momentum will not last

Dismal results last week from Dunlop and George Wimpey were only the most recent to underline how difficult it has been to generate profits in the first half of this year. According to the most recent government statistics company profits were down in the second quarter, and over the half as a whole were little changed from the level of the previous six months. The impact of rising consumer spending and higher investment is feeding through now, however, and the second half should see a marked revival in profitability. The latest forecast by stock-brokers Phillips & Drew that second half profits should be up by 20 per cent for a full year rise of 11 per cent, and it is clear that this improving trend has been an important factor behind the market's buoyancy this summer.

The question is how long the profits momentum can last. Moving into 1979 the economy will be losing momentum. The IMF and the OECD are agreed that gross national product will be growing by only 2 per cent in the first half of next year compared to 3½ per cent in the present half. Price inflation is likely to be accelerating again and consumer spending should therefore slow.

Since other industrial economies (with the notable exception of the United States) are expected to be moving ahead faster, however, the prospect for exports and for overseas subsidiaries is much brighter. Quarter by quarter the growth of profits should decline, but over the year as a whole Phillips & Drew thinks 18 per cent growth—significantly better than this year—could be achieved, assuming some modest decline in sterling.

Profits should thus again exceed the rate of inflation as they have, moving out the fluctuations, over both the past five and the past 10 years. What the equity market will have to decide is whether it is the absolute figures or the downward trendline which will really matter for share prices. On past performance it is probably the latter, but other factors—notably the likelihood of lower interest rates—can hardly be ignored.

Mr James Callaghan will be exuding his usual jolly self-confidence when the Labour Party conference opens in Blackpool this morning.

He will need it, for it will be no easy task rallying the party activists—already bemused by the election which never came—behind a coherent Labour programme which must withstand an uncertain new-term of Parliament and yet embody an eventual election manifesto.

The importance of Blackpool is whether it provides clues to the content of the Queen's Speech.

Prime Ministers know the dangers of presenting the impression of a tired administration. Mr Callaghan will be concerned to use the Queen's Speech to reinforce his view that an active departmental programme is going ahead.

As a frequent attendee of national executive meetings of his party Mr Callaghan has been at pains to ensure that there is a strong ministerial input into policy studies. Eight special NEC/Cabinet working groups have for some time been working on potential manifesto proposals.

These groups have been quietly progressing with their work for at least 18 months, covering such subjects as industrial policy, prices, unemployment, economic strategy,

government machinery, and the European Community. This is in addition to the home policy committee's normal network of research subcommittees and the joint arrangements with the TUC for harmonizing or arguing out differences.

The unions, backbench Labour MPs and party workers want a taste of electioneering in the Queen's Speech—and that means something more than promises of economic growth.

The issue of unemployment will be central, and the Government, which argues rightly that there are no overnight solutions, particularly with a swelling working population, is moving towards a new phase of interventionist policies. Unions are keen on new means of promoting investment and ending the "pussy footing" over planning agreements between Whitehall and big companies.

There is also considerable

behind-the-scenes debate about pushing companies into a far deeper involvement in the work of the industrial sector working parties at the National Economic Development Office and perhaps taking new powers to require companies to negotiate planning agreements.

Mr Callaghan is intent on pressing proposals for industrial democracy, bringing in some form of background legislation to propel companies along the path charted in the White Paper. More state enterprises will be pushed into experiments in employee participation.

Legislation to amend the controversial Employment Protection Act to meet problems thrown up by excessive legislation is also under consideration. One radical proposal which may come up at Blackpool is the idea of a Swedish-style investment reserve fund adapted to British requirements. The proposal is for a proportion of pre-tax profits of companies to be placed in blocked balances at the Bank of England, to be released when counter-cyclical action on capital spending seems necessary.

More immediate is the fact that the *Into the Eighties* document appears to support the TUC's proposal for a new lending facility, funded jointly

by pension funds and insurance institutions alongside the Government.

There is also the question of merging the National Girobank with the Department of National Savings as Trustee Savings Banks to create a state bank. Mr Callaghan is known to be interested in this idea, for which there is strong union support (though not now for interfering in clearing bank ownership).

The Queen's Speech may touch on these subjects, though the Prime Minister will probably hold back a few new ideas for the manifesto. After all, the Government still has its hands full with some continuing matters—new companies legislation, the review of monopolies and mergers policy, Post Office pension deficiencies, and funding sector.

There are still decisions to be taken on "launching aid" to Rolls-Royce. The problems of the steel and shipbuilding industries are still far from resolved, and the future of both Leyland and Chrysler is bound to require parliamentary attention, too.

Electricity supply reorganization has been held up by Liberal objections, and the Government will need to indicate what will happen. A merchant shipping Bill seems certain.

A clutch of other matters

remains, such as action to establish the Crown Agents on a statutory basis and the financial crisis in the Port of London. At the new docks labour scheme has been promised, but is held up by the lack of a clear majority in the Commons.

A review seems likely of the measures to support employment, such as the temporary employment subsidy, and the Government has been working on draft legislation for a new continental-style short-time working pay scheme.

The Government's forward programme also, of course, includes many matters ranging from local government reform and nursery education to social security and foreign problems. But economic performance is still the dominant issue in politics, and the Labour Party's backroom teams' studies have included many references to the benefits of North Sea oil being utilized by industry.

At some stage this week, Mr Callaghan will come to the microphone in Blackpool's Empress Ballroom. There may be tough words about fighting inflation but the party faithful want more than a speech in the manner of his address to the recent TUC Congress. They want a boost to morale and a glimpse of a programme behind which they can rally.

Maurice Corina



A yarn spinning plant in Nigeria: the country has been an attractive export market for everything from heavy machinery to domestic goods.

# Nigeria faces up to economic realities

Nigeria is a country with problems. The quadrupling of oil prices in 1973-74 led to a major effort to accelerate development. Four years on, the development programme has had to be radically pruned and the country is wrestling with an uncomfortably high rate of inflation—more than 30 per cent—and a deteriorating balance of payments.

British companies which cashed in on the enormous early spending programmes are now feeling the effects of the downturn in the economy. Recent import controls are certain to affect Nigeria's position as the United Kingdom's ninth largest export market and all the signs are that these are only the first in a series of protectionist policies. It is all a far cry from the days when soaring oil prices turned the country into a highly desirable export target.

The sudden wealth was used as the basis for a large-scale development plan covering motorways, roads, offices, schools and hospitals. But the plans were far too ambitious and the oil revenues have not held up as expected.

Far from climbing up to the target of 3 million barrels a day by 1980, which underpinned the five-year development plan published in 1975, production has never reached more than 2.3 million barrels a day and earlier this year dropped to 1.5 million. Although there has been a recovery since then

production is still hovering below 2 million barrels and oil revenue this year is expected to be significantly down. The country is now facing a period of economic belt-tightening and European suppliers are feeling the effects.

Last year the United Kingdom earned more than £100m through exports to Nigeria, which trade officials describe as a model export market, requiring every commodity from heavy machinery to domestic goods. The first to be hit by the latest import controls will be Britain's clothing industry which, in the first six months of this year, exported nearly £19m worth of goods to Nigeria. This trade licence is now under strict licensing.

Some indirect effects of Nigeria's growing difficulties have already been felt by exporters this year. A number have failed to obtain export credit guarantees for their transactions because of the unreliability of some Nigerian merchants.

The most unhappy United Kingdom companies involved in the country are undoubtedly in the construction business. They have watched helplessly as the government has taken majority stakes in their local companies, in some cases, run down the size of the contracts as the reality of the country's economic problems has become obvious.

Companies like Wimpey, Con-

tain and Taylor Woodrow, who were tempted to Nigeria when the prospects were good, now see a very different picture, with what profits they can make being kept by law within the country.

Further protectionist measures are accepted as inevitable in most quarters. What remains to be seen is whether Nigeria can get back on to an even keel economically and—here there is some cause for optimism. The international oil market has been depressed, but many observers see an improvement in prospect in the early 1980s. Having over-extended itself and pushed ahead far too quickly in the wake of the oil "bonanza" of the early 1970s, Nigeria is unlikely to make the same mistake again.

The harsh budget introduced earlier this year suggests that the government has learnt its lesson and that the country will be more realistic in its future development plans.

How long it is before the country returns to more prosperous times may depend also to a certain extent on how the developed countries view the immediate prospects for themselves in Nigeria. If the trading climate becomes too cool, much-needed skills and finance could be withdrawn, which would be bound to delay the return to prosperity.

David Hewson

# Russians see the virtue of private farming

Moscow

As the Soviet Union heads towards a record grain harvest, its press gives an evermore glowing picture of successes on the state and collective farms and the achievements of agriculture.

Yet for the ordinary housewife, a success of equally vital importance—and one that rarely basks in official approval—is that of the tiny but crucial private agricultural sector.

Without private farming the Russians would go hungry. Fresh vegetables, fruit, eggs, milk, meat and potatoes would be virtually unobtainable. The markets where the summer's produce now spills over in rich abundance would remain empty.

Soviet authorities recognize this and have decided, after years of vacillation, to suppress their ideological hackles and give private farmers as much support as possible without undermining the principle of collectivized agriculture.

The right to cultivate private plots is enshrined in the new constitution: state farms are lending individuals money and machinery to cultivate their lands; unused land is being parcelled out in allotments, and the press has been extolling the moral and physical—as well as material—benefits of private agriculture.

Private farming is not a full-time business that competes with the state sector. It is rather the part-time cultivation of garden plots by peasants, agricultural workers or even city dwellers who have an allotment or a little land surrounding their country cottage. But the work put in on these parcels of land is remarkable.

American experts estimated in 1974 that private farming accounted for almost a third of all man-hours expended in agriculture and almost a tenth of all man-hours expended in the whole economy.

The land making up these plots invariably belongs to the state, and the cultivator pays no rent as such.

For members of collective farms—the plot has recently averaged about three-quarters of an acre, on which not only field crops are grown, but some fowl, smaller livestock and a strictly limited number of larger animals, such as cows are usually kept as well. Urban "garden plots" tend to be even smaller.

Still, such tiny "farms"—about 50 million of them—account for more than only about 3 per cent of the national total of cultivated land, have a gross output more than a quarter of that of Soviet agriculture.

Referring to the unpopular attempts under Mr Khrushchev to limit or even abolish private farming, Mr Brezhnev told a session of the Supreme Soviet

that "this form of labour, which does not involve exploitation, plays a useful role in our economy at this time."

The Ministry of Agriculture recently adopted a series of measures to stimulate production on private plots. Many of them involve direct help to individuals from the state sector.

From now on collective farms are meant to breed enough pigs and young poultry to be able to satisfy public demand. Farms will also help the public to obtain beehives.

State services to individual farms will be expanded. Artificial insemination stations are being established, and veterinary services will be improved.

The ministry will lend money to buy cows. Concentrate feed will be sold to livestock owners—the amount varying according to local conditions—and help will be given in building cowsheds and poultry coops. Fertilizers, pesticides and packages will be sold to private farmers.

Other measures include help in marketing, the drawing up of long term contracts with individuals for supply to the state of produce, and priority supply of consumer goods in those engaged in private farming.

Offices and factories will also be encouraged to start gardens of their own. Mr A. Denisov, director of the Ministry of Agriculture's legal administration, said in an article in April that this would improve the health of city dwellers and help accustom teenagers to labour.

Regulations on the use of private land vary in the Soviet Union. In the Russian Republic, by far the largest, "orchard-cultivation associations", which exist to promote the growing of fruit trees, can build guest houses, fruit storehouses and so on.

Each member can build himself a small heated summer cottage with a terrace, attic and basement as well as a toilet and shower.

From the beginning of this year more building materials were made available to put up these cottages, and each family, it has been officially announced, can now get a loan.

All this will go down well with the people, especially the older generation, which resented the curbing of private farming under Mr Khrushchev. Russians love getting out into the country, and in summer can be seen working on their intensively-cultivated plots until late into the night.

The ideological complications have not been entirely swept away. Every so often an article appears in the press complaining that private farming conflicts with attempts to improve cultural conditions in the villages.

But the Communist Party has recently decided not to fight against the practice any longer, but to cash in on it. The private markets should be even fuller next autumn.

# Business Diary in Europe: Postal campaign gathers pace

Postal delays are not, after all, peculiarly British problems. The volume of complaints about postal services throughout Europe is steadily rising, and a Italian Socialist member of the European Parliament, Piero Izzi, says the inefficiency of postal services between member states of the European Community has reached such absurd levels that the European Commission should take action.

The European consumer union BEUC, based in Brussels, already threatening action against the Belgian postal services. Their indignation at long delays in delivery of their letters was brought to a head last month when invitations for a conference sent out a week in advance failed to arrive before the event, even at offices only half a mile away.

In France the consumer organization Union Federée des consommateurs tested postal services by sending 417 letters on 14 different areas to 56 different destinations. They found that only 23 per cent of letters stamped at France's first class rate of 120frs, intended for "urgent" letters, arrived within the forecast delivery time of 24 hours. Some took up to six days to arrive.

one France rate for ordinary mail. Its next newsletter to member organizations BEUC will propose a comprehensive survey of inter-community postal services, comparing inland delays in the various countries with the sometimes even worse hold-ups in international mailings, and attempting to pinpoint precisely where the blame should be laid.

The Duke of Wellington, with whom I had a word this week, is starting a new career as Spanish businessman.

He is fed up with people tacking the name "Wellington" on to such things as beef and boots, to name but a few, at no advantage to the family. So he is turning the family to account with two companies to be marketed in this country—olive oil and sherry.

The olive oil, "chateau-bottled" on his estate near Granada, goes on sale in this country shortly. It will be named after the estate Molino del Rey, granted to his great-grandfather, the Iron Duke, by the Spanish people.

As for the sherry, a Duke of Wellington "up market" range is to be exported to this country, to be distributed by the Jerez company, of which he is a director, Bodegas Internacionales.

This, says Bodegas' presi-

dent, Don Beltran Domercq y Gonzalez, is likely to be followed by a range of brandies. These will be under the names Duke of Wellington and Ciudad Rodrigo, the name of one of the original Duke's victories and of the dual title given him by the Spanish.

Like his ancestor, the present duke is a gruff soldier. On retirement as Defence Attaché in Madrid 10 years ago, he became an outside director of Massey Ferguson and of its Spanish subsidiary, Motor Iberica.

He came to Bodegas Internacionales, the newest of the Jerez houses, after his friend Don Beltran had become president.

The Iron Duke visited Jerez during his Peninsular days, as his brother was Governor of Cadiz. He did not fight there, though—unless it was with his brother.

The present duke has just one quarrel with the present-day French: they unlike the Dutch and the West Germans, are not showing much interest in sherry.

The Spanish Inland Revenue is ahead at this stage of the game with the Dutch footballer Johann Cruyff, by 33 million to nothing, and may push up its winning score even higher.



Johann Cruyff.

In late September Cruyff, until this season a costly drawing card for the Barcelona Football Club, put his signature on an agreement with Spanish fiscal inspectors to pay 15 million pesetas (£106,000) in back taxes for 1977, plus 18 million pesetas in late payment" fines. Now the inspectors are investigating further to determine his liability, if any, for previous years.

When he was first presented with the huge tax bill, Cruyff told the Spanish administration to go and collect from the Barcelona club, which in any case still owed him £192,000 (possibly plus interest as well, if his claim against the club prospered).

However, the tax man told the footballer he does not play that

way. He pointed out that the law makes each individual responsible for the taxes on his earnings and whether or not the club had agreed to pick up the tab was of no concern to the state.

Hopes are running high that Professor Rolf Rodenstock, the new president of the West German federation of industry (the BDI) will put the organization back on an even keel after a harrowing 12 months.

For Rodenstock, who was elected to the post last week, is at 61 one of those robust German entrepreneurs who manage not only to run their own businesses but hold down successfully a multitude of other jobs as well.

The BDI post is likely to test his talents to the full. The organization has undoubtedly suffered since losing a powerful president in the person of Dr Hanns-Martin Schleyer, who was murdered by terrorists a year ago. Dr Nikolaus Fasolt, who followed Dr Schleyer, had to resign recently to devote all his time to his ailing family company and did little to help the image of the industry lobby by being involved in a funding operation for the opposition Christian Democrat Party that infringed Germany's tax laws.

Rodenstock runs a medium-sized optical company based in

Munich but is no stranger to big business. Among his other posts are seats on the supervisory boards of the German Eppo and Philips groups.

However, there has been some concern that his membership of the right-wing Christian Social party might prevent him establishing a useful dialogue with Germany's trade union leaders.

In his first statements after taking office Rodenstock gave the impression that he would be open to discussion and did not appear as a man of conflict. It remains to be seen whether the unions, and in particular Heinz-Oskar Vetter, the head of the German trade union federation, will respond to him in a positive way.

Herbert Grunewald, chemist and chairman of the German firm Bayer AG, had a go at lawyers when he spoke to the German Chamber of Industry and Commerce in London last week. Two men, he said, find they are lost when their balloons rise above the clouds. They drop below them and ask a man they see: "Do you know where we are?" "Certainly I do," replies the man. "You are in a balloon." "I think he must be a lawyer," one balloonist says to the other. "His answer was absolutely accurate, but utterly useless."

Ross Davies

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(Incorporated under the Companies Acts 1908 to 1917)  
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## Tanker fixtures again take limelight

Last week, once again, tanker fixtures took the limelight while the dry cargo sector was on the whole maintained. There were a few fixtures in the week, the highest including the 20,000 ton Andros Aires which went to Petrofina Gulf, for world scale 45 at five shillings on the week before, and the 27,000 ton Tishras for 40 shillings on the week before. Two consecutive voyages at world scale 36, here was only a couple of lcs fixed during the week. There are not many about. The Sudan owned Sea Serenade, 34,000 tonner, was fixed for 30 shillings on the week before, at world scale 35. The backlog of lcs waiting the Gulf for spot charters a few months back has disappeared completely and there is virtually no tonnage available anywhere. The lcs are due on October 4 and it becomes available on

## Freight report

October 10, so it looks as if there will be a lull in the next few days. The Mediterranean, for a number of fixtures for a 90,000 to 100,000 range for four consecutive weeks. There was a 90,000 dw for three consecutive weeks at a good rate of 10 shillings on the week before, as usual, followed the Mediterranean lead. There was a 240,000 dw vessel fixed for a 240,000 dw vessel, Shell, West Africa, Caribbean, Gulf, east and out of Indonesia was also strong because of lack of tonnage. One 1,000 tonner was fixed at 10 shillings on the week before, higher than the week before to Pertamina Gulf/Indonesian.

There has been little sign of a market break for lcs. Owners are still waiting for a market to open. The current market for tankers is still in the doldrums and it is expected that the market will remain flat for some time. The market for lcs is still in the doldrums and it is expected that the market will remain flat for some time. The market for lcs is still in the doldrums and it is expected that the market will remain flat for some time.

Hilaire Gomer

## Bank Base Rates

BN Bank	10%
Arclays Bank	10%
CCI Bank	10%
Consolidated	10%
Hoare & Co	10%
Lords Bank	10%
London Mercantile	10%
Midland Bank	10%
at Westminster	10%
Esminster	10%
SB	10%
Williams and Glyn's	10%

7 day deposits on sums of £10,000 and over 6% up to £25,000 7% over £25,000 7.5%

## M. J. H. Nightingale & Co. Limited

The Over-the-Counter Market

Company	Price	Change	High	Low	Open	Close
Alpsprung Ord	74	+3	75.5	74	74	74
475 Airsprung 181	190	+8	197	190	190	190
1150 Airsprung & Rhodes	46	+2	48	46	46	46
1407 Sardon Hill	177	+3	180	177	177	177
1786 Deborah Ord	141	-1	142	141	141	141
480 Deborah 173	240	-1	241	240	240	240
3925 Frederick Parker	131	+1	132	131	131	131
3279 George Blair	151	+1	152	151	151	151
3872 James Burroughs	59	+4	63	59	59	59
1662 Robert Jenkins	310	-2	312	310	310	310
4487 Twinklack 12	22	+1	23	22	22	22
2328 Twinklack 12	82	+4	86	82	82	82
2917 Unilock Holdings	90	+7	97	90	90	90
7206 Walter Alexander	122	+2	124	122	122	122

## wiggins group

Construction • Property • Engineering

Results to 31st March	1978	1977
Turnover	£19.1m	£15.4m
Pre-tax profit	£0.42m	£0.37m
Dividend	1.649p	1.542p

Contract building continues with a satisfactory workload with increasing emphasis on industrial work, especially in the North where results have been well up to expectations.

Estate development expanding with house prices starting to move forward more in line with costs.

The new estates referred to last year are under way and others opening up in Southern England.

Land bank increased with a satisfactory proportion on deferred payment terms and a major new site opened up in Colchester.

The Group continues in good heart. Profits are hard-won in this industry by continued steady application and we look forward to the coming year with confidence.

C. C. Wiggins, Chairman.

Wiggins Construct Limited, 57 Hart Road, Thundersley, Brentford, Essex SS7 3PD

## Rise in consumption, decrease in production forecast for sugar

A rise in world sugar consumption in 1978-79 of between 2.8 per cent and 3.4 per cent, giving a usage of 87.9 tonnes to 89.4m tonnes, compared with an estimated 86m tonnes in 1977-78, is foreseen by London brokers C. Czarnikow.

But in their latest sugar review they say that for the first time for several years there are indications that production will decrease in 1978-79, a fall of 2m tonnes seeming favourable for the time being, but the most important factor is even forecasting a drop of as much as 3.5m tonnes.

Accepting these figures as the outside limits of the fall, and basing their estimates on their latest assessment for 1978-79, Czarnikow's come to a production range of 85.75 to 91.25m tonnes for the crop year 1978-79.

Taking the outside limits of supply and demand, the possibility is, therefore, that stocks will rise by anything from 0.5m to 3.5m tonnes. But the real increase is expected to be between 1m and 2.5m tonnes.

Clearly then, though the rate at which stocks are growing is declining, the overall position remains unfavourable for the time being. It is pointed out that there are now artificial restraints which limit the availability of sugar on the market. National and regional arrangements exist and these are important, but the most far-reaching restriction is the one imposed by the operation of the International Sugar Agreement.

Remarkably enough, there is a considerable variation in the level of world market import needs year by year. One of the reasons for this is that from time to time the various regional arrangements break down and recourse must then be made to the world market for supplies.

It is our impression that in 1979 world market import re-

quirements will amount to around 16.25m tonnes, though it would be realistic to consider the probable range as being from 15.75m to 16.75m tonnes, and if something should go wrong with special arrangements, even these parameters might not be wide enough.

Unfortunately there are still several exporters to the world market which are not adherents to the ISA with the EEC by far the most important. We anticipate that total supplies from these countries will be in the range 2.9m to

3.5m tonnes, but it must be borne in mind that these supplies will be mostly in the form of whites, while ISA sugar is largely confined to raws.

With this already erratic market, last week's approval by the United States House of Representatives of the Bill authorizing a contribution of 5,000 long tons of tin to the International Tin Council's buffer stock, and authorizing direct sales of a further 30,000 long tons from the General Services Administration's stockpile added to the confusion.

On the announcement of the House vote, which was 308 to 75, well over the two-thirds margin needed for the Bill's passage, prices on the London market dropped by £162.50 per tonne for standard cash and £135 for three months.

As might be expected, the passage of the Bill through the House has provoked strong reaction from Bolivia, the world's second largest producer.

Senator Ricardo Anaya, the Bolivian Foreign Minister, told the United Nations General Assembly that consideration by

the House of whether to authorize the selling of tin had profoundly affected the metal's price... "because of the fear aroused by such a drop in price, the Bolivian economy stands to lose about \$20m in annual income."

He added: "What other name could we give to this unilateral action by such a highly industrialized state against a developing country if not economic aggression?"

Shortly before Senator Anaya's remarks the Bolivian Mining Corporation had announced that output at the state-owned mines this year would not exceed 22,000 tonnes, against a target of 24,000 tonnes and 1977 production of 23,600 tonnes.

The drop in output would be due to political campaigning at the mines in the pre-election period, which ended in July; to gradually declining yields at some tin deposits and to insufficient prospecting.

In Australia, Mr Bart Ryan, chairman of Renison, the country's largest tin mining concern, told the company's annual meeting that real downward pressures on tin prices must be assumed if the United States Congress authorized the sale of stockpile tin.

However, as a member of the International Tin Council America had an obligation to dispose of tin from the GSA stockpile only after consultations with the ITC and in such a way as to avoid market disruption.

It was anticipated that the United States Administration would not recognize any suggestion of disruption should it do no more than depress the price below the 700 ppc ceiling of the \$M1,350 floor. "Indeed, such unilateral action is forecast", he said.

Wallace Jackson

Commodities Editor

## Commodities

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Commodities Editor

## Expansion of estates spur to Mucklow

By Rosemary Unsworth

Development and expansion of A. & J. Mucklow Group's factory estates contributed to a 32 per cent increase in pre-tax profits of £2.5m for the year ending June 30.

Gross rental increased from £1.9m to £2.5m, turnover rose by £400,000 to £4.7m and trading profit jumped from £515,000 to £1m. The group's factory estates were valued at £35m giving a £14.6m surplus over book value.

Demand for factories which are under development is proving satisfactory and five new industrial sites have been acquired during the year, says the Midlands-based group.

A final dividend of 1.9p gross has been proposed which gives a total of 3.69p compared with 3.36p last year. House building, a trading subsidiary achieved a modest profit improvement while the reconstructed estate manufacturing division enjoyed a "noticeable improvement in profitability, especially in the second half reflecting the upturn in national consumer spending and the success of the division's marketing effort", says Mr Albert Mucklow, chairman.

Earnings a share rose from 4.36p, adjusted after a two-for-one scrip issue, to 6.47p.

## Analysts foresee firmer issue market

Some investment bankers and Eurobond traders foresee an improvement in Eurodollar bond prices once currency speculation on a revaluation of the Deutsche mark within the joint European float or currency snake comes to an end, writes AP-Dow Jones.

In the past two weeks or so, Eurodollar bond prices have been marked down sharply because investors have refrained from making purchases in a period when short-term interest rates were rising sharply. However, more recently, the dominant influence in the Eurobond market has been currency speculation.

In some quarters, it is assumed that the Deutsche mark will be revalued between 5 and 7 per cent while the Guilder and Belgian franc will be devalued slightly and the French franc brought into the snake at a lower exchange rate. It is argued that such a realignment would be necessary to make the proposed European Monetary System (EMS) viable.

These considerations have had a considerable impact on investment behaviour. The reopening of the Euro-French franc bond market for the first time since February 1976, proved to be ill-timed. Because of the weakness of the French franc and a sharp rise in short-term Euro-French franc interest rates, a 200m franc, 10-year bond issue of the European investment bank (EIB) performed badly in the aftermarket. Priced at 99.5 bearing 9.75 per cent to yield 9.83 per cent, the issue fell in the aftermarket to around 97.5 on Friday for a loss of two points.

Meanwhile, three-month Euro-French franc interest rates rose to 11.25 per cent offered on Friday from 9.0 per cent the week before, mainly as the result of borrowing of French francs for speculative conversion into Deutsche marks.

A similar pattern occurred in the Euro-Guider bond market. As three-month Euro-Guider interest rates were pushed up to 10.25 per cent offered on Friday from 6.88 per cent the week before, prices of some Euro-Guider notes dropped by more than three points. For instance, Amsterdam-Rotterdam Bank's 7 per cent notes of 1983

fell 3.25 points over the week to 97 by Friday.

Needless to say, Deutsche mark-denominated Eurobonds were higher with some gains ranging up to one point. Investment demand for Eurodollar bonds has remained very small in the past two weeks, partly because of currency speculation and partly because six-month Eurodollar interest rates briefly touched 10 per cent last week for the first time since January 1975.

Nevertheless, while it is widely supposed that the prime lending rate of United States banks may move a quarter point higher to 10 per cent several analysts are looking for

at least an interim peak in short-term dollar interest rates. One argument for this lies with the behaviour of United States banks according to one investment banker. United States commercial banks are now lending considerable sums at fixed-rates in the United States private placement market to the chagrin of insurance companies who are also looking for a home for their surplus cash.

Another banker adds that several of the top 10 United States banks have been reluctant to offer certificates of deposit at current rates. Both the willingness of United States banks to lend at fixed rates and their reluctance to borrow at fixed rates suggests that some banks, at least, consider that interest may be near a peak, analysts say.

On the political front, President Carter has indicated that he feels any further pushing up of interest rates by the United States Federal Reserve is unwarranted.

Among the more fundamental considerations are a huge build-up of liquidity short-term, a decline in the number of corporations willing to float bonds at high interest rates. According to one analyst, United States financial institutions are now holding about \$100bn in cash, equivalents and money market instruments of up to five years.

Euromarkets

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Current market price multiplied by the number of shares in issue for the stock quote

Stock	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Company	Price	Chgs	Grnd	Div	Yield	Capitalization	Comp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## Broadcasting Guide

Edited by Peter Davalle

## PERSONAL CHOICE

## TELEVISION

## RADIO

## BBC 1

6.40 am. Open University (until 7.55). 6.40, Urban Development; 7.45, School Broadcasting Council; 7.50, Mechanics—Rutherford's Atom. 9.35, For schools, colleges: 9.35, Science All Around; 10.00, Merry-go-Round; 10.23, It's Maths. 10.45, You and Me: repeat of Where Does it Belong? for children. 11.00, For schools, colleges (until 12.10). 11.00, Engineering Craft Studies; 11.20, Music Time; 11.45, General Studies. 12.45 pm. News and weather. 1.00, Pebble Mill: John Galt, Scarborough, potter, demonstrates some of the tricks of the trade. 1.45, The Plumps: puppet story.

## BBC 2

6.40, Open University (until 7.55). 6.40, Rail or Road; 7.05, Whistle and Bells. 7.30, Whistle and Bells. 9.30, Labour Party Conference: live coverage of the debates from Blackpool. With Robin Day, David Dimbleby and Robert McKenzie. 11.00, Play School: same as BBC 1. 11.25, Labour Party Conference: back to Blackpool (until 12.30). 1.45, Let's Go: for the mentally handicapped. Repeat of yesterday's programme about buying clothes. 2.00, Labour Party Conference: the afternoon session. 4.55, Open University (until 7.00). 4.55, Shrine of St Peter. 5.20, Glastonbury. 5.45, Maths.

## THAMES

9.30 am. For Schools (until 12.00). 9.30, Finding Out (Japan); 9.47, How We Used to Live; 10.10, It's Your Future; 10.35, Music Round; 11.05, My World, real life (careers); 11.17, The Messengers; 11.39, Making a Living. 12.00, Mice and Mendelsohn: story of a musical pony, told by Michael Aspel, with music and pictures. 12.10 pm. Rainbow: children's science programme, the subject is: things that are wet. 12.30, The Embankment: songs from Aalech, an Irish group. 1.00, News, with Peter Siddons. 1.20, Thames News: local round-up. 1.30, About Britain: how the North-East of England helped to shape Captain Cook. Peter Holland reports.

2.01, For schools, colleges: 2.01, Words and Pictures; 2.18, Location Britain; 2.40, Going to Work. 3.15, Songs of Praise: from St Michael and All Angels, Abbey Wood, London. 3.55, Play School: Frances Lindsay's story Robert's Tree House. 4.20, The Mole: cartoon (r). 4.25, Jackanory: Judi Dench tells Philippa Pearce's story A Dog So Small. 4.40, C.B. Bears: cartoons. 5.00, John Craven's Newsround: junior newscast. 5.10, Blue Peter: with details of how to take part in this programme's twentieth anniversary. Also, Welsh robot makes Charles Byrd shows off his creations. 5.40, News, with Richard Baker.

heat equation. 6.10, M101/30 Algebra. 6.35, Modelling. 7.00, News, with subtitles for the hard of hearing. Patchwork: repeated series. Tonight: triangles, squares and rectangles. 7.30, News, weather. 7.40, Conference Report: summing up from Blackpool. 8.10, Des O'Connor Tonight: with Norman Wisdom, rarely seen on TV these days. Other guests are American comedienne Elaine Bosler and Dale Gonyea, a pianist who sings funny songs. 8.10, Des O'Connor Tonight: with Norman Wisdom, rarely seen on TV these days. Other guests are American comedienne Elaine Bosler and Dale Gonyea, a pianist who sings funny songs. 8.10, Des O'Connor Tonight: with Norman Wisdom, rarely seen on TV these days. Other guests are American comedienne Elaine Bosler and Dale Gonyea, a pianist who sings funny songs.

2.00, After Noon: one of television's few genuinely funny men, Frank Muir, talks to Judith Chalmers. 2.25, Labour Party Conference: Gordon Burns reports from Blackpool. 4.20, Clapperboard: an interview with John Russell Taylor, former film critic of The Times, about his book on Hitchcock. 4.45, Enid Blyton's Famous Five: the quietest meet some unlikely Americans. 5.15, Gambit: married couples in general knowledge quiz. 5.45, News. 6.00, Thames at Six: local news and views. 6.25, Help!: three times a week, John Shenton deals with viewers' problems. 6.35, Crossroads: who is the intruder in the flat? 7.00, Cooper—Just Like That: Tonight's magical muddles in-

5.55, Nationwide: a look at Britain. 6.30, Dad's Army: Private Fraser and his gold sovereigns. 7.20, Tycoon: the secrets of Sir Sydney Clark's war years are out. Part three of this series about a widow (Diane Cilento) writing a book about her tycoon-husband. 8.10, Panorama: A double-deck edition. The fight for phase four of the police and the Government's controversial black list. 9.00, News, with Richard Baker. 9.25, International Show Jumping: The Burtin Championship to the Horse of the Year Show from Wembley Arena. 10.45, Tonight: including Chapman Pincher of the Daily Express with some startling allegations (see Personal Choice). 11.25, Weather. Regional News.

the connections of a mediaeval masterpiece, the Book of Hours of William, Lord Hastings. 10.20, Word for Word: Robert Robinson and Vicky Payne with an anthology of good and bad English (see Personal Choice). 10.50, The Price of Freedom: former Chilean actress Coca Fariña, who fled to Britain, with her story of imprisonment and torture. 11.05, News and weather. 11.20, Open Door: two programmes made by the public. One is about a Punch and Judy man. The other is about a Victorian and grim but is now modern and vivid. 11.55, Glastonbury: Rex Warner's Nile Fisherman is read by Michael Kilgarriff.

clude the Indian Basket Trick. 7.30, Coronation Street: more about the infidelity of Ray Langton. 8.00, Robin's Nest: comedy series, tonight James Nicholson (Tony Britton), prospective local council candidate, makes a restaurant his campaign HQ. 8.30, This England: the Mighty Wurlitzer: Tony Palmer's affectionate look at cinema organs (see Personal Choice). 10.00, The Sandbaggers: thrillers about the British intelligence service. 10.30, News. 10.50, Film: The Buttercup Chain (1971): Romantic drama about a boy (Hywel Bennett) and girl (Jane Asher) the children of twin sisters, who are separated by a Russian painting. In the background, music by Borodin.

## Radio 4

6.00 am. News, weather. 6.10, Farming Week. 6.30, Today. 8.45, Antigua, Penny, Puce (6). 9.00, News. 9.05, Start the Week, Richard Baker. 10.00, News. 10.05, Wildlife. 10.30, Service. 10.35, Story: That Really Upset Me. 11.00, News. 11.05, Gross your heart? 12.00, News. 12.02 pm. You and Yours. 12.27, Top of the Form (3): Scotland. 1.00, The World at One. 1.30, The Archers. 1.45, Woman's Hour. 2.45, Listen With Mother. 3.05, Play: The Incendiary. 4.35, Story: Period Piece, by Gwen Everett (1). 5.00, PM News. 6.00, News. 6.30, Dr Finlay's Casebook. 7.00, News. 7.05, The Archers. 7.20, Play: A Life, by Joan O'Connor. 8.15, A Sideshow Look at. 8.30, Kaleidoscope. 9.59, Weather. 10.00, The World Tonight. 10.05, The Book of the Dead, John Le Carré (1). 11.00, Rogue Male (6). 11.15, Financial World. 11.20, News. 11.25, VHF: Regional News, weather at 6.50 am, 7.50 am, 12.55 pm, 5.55 pm. Schools at 10.05 am, 10.45 am, 2.00 pm, 11 pm.

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